

## Jackie Bolds (Mayor Office)

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**From:** Jackie Bolds (Mayor Office)  
**Sent:** Tuesday, January 8, 2019 2:49 PM  
**To:** Ron Nirenberg (Mayor)  
**Subject:** FW: confidential: Proposal to the State Department and key attachments  
**Attachments:** 0.SCI\_2019\_TPPP Narrative.pdf; 5. SCI\_2019\_TFPP\_M&EPlan\_Instruments.pdf; 2. SCI\_2019\_TFPP\_Calendar.pdf; 4. SCI\_2019\_LtsEndorsement.pdf

FYI

**Jackie Bolds**  
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**Mayor Ron Nirenberg**  
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**From:** Roger-Mark De Souza [mailto:rmdesouza@sistercities.org]  
**Sent:** Tuesday, January 8, 2019 10:23 AM  
**To:** Board Members  
**Subject:** [EXTERNAL] confidential: Proposal to the State Department and key attachments

Dear board members:

aintext style='margin:0in;margin-bottom:.0001pt;background:white'>

aintext style='margin:0in;margin-bottom:.0001pt;background:white'>As I have indicated to you, I have submitted a completely revamped proposal to the State Department's Bureau of Educational and Cultural Affairs (ECA) for our CORE funding. I had received feedback that our prior proposals were not clearly aligned with State Department updated strategic interests and that our monitoring and evaluation plans were incomplete. This proposal is more in keeping with the guidelines that we have been given and is at a constant level from last year of \$400,285. The grant would be from April 1, 2019 to April 1, 2020.

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aintext style='margin:0in;margin-bottom:.0001pt;background:white'>I wanted to share the proposal with you and some of the key attachments. For a quick overview you could have a look at the following:

aintext style='mso-margin-top-alt:0in;margin-right:0in;margin-bottom:0in;margin-left:.25in;margin-bottom:.0001pt;text-indent:-.25in;background:white'>• Executive Summary: The first page of the proposal is a one page executive summary that outlines four key goals:

1. Increase Americans' global competitiveness by expanding the capacity of SCI's network
2. Engage next generation leaders to advance American foreign policy objectives by reinforcing the values of democracy, volunteerism and public service through SCI youth programs
3. Bolster Sister City organizations and the democratic and citizen diplomacy principles they embody through targeted communications and public relations
4. Expand engagement with U.S. and foreign counterparts through leveraging our global

awareness efforts

- Monitoring and evaluation plan: Our proposed monitoring and evaluation plan that outlines intermedia results and impacts we hope to have as well as our mechanisms for tracking impact. You will note that there are new components for us on data collection and analysis as well as a RACI (responsible, accountable, consulted, and informed) team framework.
- Calendar of activities: A calendar of activities by quarter with key processes along the way
- Letters of support: Nine inspiring letters of support from the following:
  - Omaha Sister Cities
  - National League of Cities
  - Kiwanis
  - Sister Cities Jasper, Indiana
  - Indianapolis Hyderabad Sister City Committee
  - People to People International
  - Hays Sister City Committee;
  - Baltimore Sister Cities; and
  - Birmingham Sister Cities.

I ask that you do not share the proposal and these attachments with anyone beyond the board. Thank you for your support. I welcome any questions and feedback.

Best,

Roger-Mark

**Roger-Mark De Souza | President and CEO**

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## EXECUTIVE SUMMARY

Sister Cities International (SCI) matches more than 500 US cities, counties and regions with communities worldwide through more than 2,000 exchange programs that empower individual citizens to represent their community and the United States abroad. These collaborations promote cooperation and trust among nations, create opportunities for economic innovation and development, and lay the foundations for continued peace and prosperity. In 2019, with support of the Traditional Public-Private Partnerships Program, we propose to leverage SCI's network to amplify and expand the U.S. Department of State's Bureau of Education and Cultural Affairs (ECA)'s goals and objectives in four key areas:

**1) Increase Americans' global competitiveness by expanding the capacity of SCI's network** through partnering with key groups such as the National League of Cities; organizing an action-oriented annual conference focused on "Cities Mean Business" in Houston, Texas for 700 attendees; and analyzing best practices of member field programs that have achieved excellence in order to replicate their successes and build capacity in SCI affiliates throughout the country;

**2) Engage next generation leaders to advance American foreign policy objectives** by reinforcing the values of democracy, volunteerism and public service through SCI youth programs and exchanges such as our Youth Leadership Summit, Young Artists and Authors' Showcase; and High School Homestay program;

**3) Bolster Sister City organizations and the democratic and citizen diplomacy principles** they embody through targeted communications and public relations providing crisis communications guidance to our members and using our newly reformatted website, member stories, membership directory, focused webinars, and the promotion of other tools to leverage impactful storytelling online and increasing our use of social media; and

**4) Expand engagement with U.S. and foreign counterparts** through leveraging our global awareness efforts to forge stronger partnerships in priority countries and in underserved communities, including forging closer collaboration with the Department of State; hosting delegations; and convening citizen diplomacy meetings.

## **PROGRAM NARRATIVE:**

Sister Cities International (SCI) promotes peace through people-to-people exchanges and ongoing relationships that are sustained through joint arts and culture activities, academic scholarship and education programs, business and trade projects, community resilience and development initiatives, disaster response assistance and humanitarian relief as well as municipal, youth and sports exchanges. Membership with SCI is open to cities, counties, and states in addition to special regions of all sizes. Volunteer community leaders from these community members are part of a global network of citizen diplomats from 500 U.S. communities in partnerships with over 2,000 cities located in more than 140 countries.

SCI has a unique volunteer leadership structure. The network includes an elected national board of directors; a 50 State Representative operational field team; an Honorary Board Alumni Association; a Global Outreach Team (composed of the Eisenhower Distinguished Leadership Council, the Mayors Leadership Council, Global Envoys, and continent, region, and country specific representatives) as well as an associated SCI Foundation. These national volunteer community leaders expand SCI's reach at the state, national and international levels and help build a robust grassroots network of SCI ambassadors who support the network's membership, special initiatives, and the national office. A Sister City member may have any number of Sister City programs, with community involvement ranging from a dozen to hundreds of volunteers. SCI member local Sister City programs typically include individuals from all sectors of society (municipal governments and special public entities, the private sector, the non-profit sector and other civic and neighborhood organizations).

In 2019, with support of the 2019 Traditional Public-Private Partnerships Program (SFOP0005476), SCI proposes to leverage SCI's member network and its volunteer community leadership to amplify the Bureau of Educational and Cultural Affairs (ECA)'s goals and objectives in four key areas:

### **Impact 1. Increase Americans' global competitiveness by expanding the capacity of the SCI network**

In 2019, we will build on Americans' global competitiveness by **expanding our SCI Annual**



**Conference.** The focus of the conference - “Cities Mean Business” - will encourage participants to explore **how people-to-people relationships enhance global competitiveness**. This theme will provide more than 700 SCI members and partners with examples of successful U.S.-international programs in business and entrepreneurship, community development, arts and culture, and youth engagement. SCI will build on the success of our annual conference in 2018 held in Aurora, Colorado, which attracted more than 500 participants. The conference comprised 30 sessions organized around information sharing, networking, hands-on training, brainstorming and strategizing, led by Department of State (DoS) officials, diplomats, foreign elected officials, mayors, municipal leaders, technical experts, youth leaders, entrepreneurs, community leaders and volunteers. Second Lady of the U.S. and SCI Honorary Vice-Chair, Karen Pence, and Assistant Secretary of State for Educational and Cultural Affairs, Marie Royce, opened the conference. We will continue to include both the DoS and the Second Lady’s office in the 2019 conference, highlighting ECA priorities, providing an exhibit booth and working with Ms. Pence’s office to pursue ways to present the Second Lady’s and our members’ interests in art therapy and serving veterans and their families.

Houston Mayor Sylvester Turner serves as the Honorary Chair of the Houston Host Committee that is comprised of leadership from the diverse realms of business, culture, education and innovation that make Houston a dynamic location for conference. The Presidents of the *Greater Houston Partnership* and *Houston First*, the city’s tourism and convention support organization, are actively involved in shaping the conference programs and activities. The CEOs of three premier Texas Medical Center institutions will enable Houston to provide deep program development around medicine and technological innovation and informative field trips. Leadership for Rice University and Texas Southern University will connect us to subjects, speakers and academic support. We are pleased to bring diversity in many dimensions through the participation of Houston’s most beloved and powerful volunteer organizations: the Houston Livestock Show and Rodeo; the Aga Kahn Council for Southwest United States; the Houston Arts Alliance; the Houston Museum of Natural Science; and several seasoned members of diplomatic service. The Host

Committee chair and co-vice chairs are Sister Cities of Houston (SCH) President Harry Gee, SCH Immediate Past President Ellen Goldberg and SCH Vice President Susan Young.

The 2019 conference will focus on promoting cultural exchange, innovation, multi-lateral engagement at the local level, and building global competitiveness. Specific training tracks will highlight Sister Port opportunities on the historic Maritime Silk Road and in Africa in addition to a Mayors' Forum focused on our 40-year partnership with the Chinese Peoples Association for Friendship with Foreign Countries (CPAFFC). A Commissioner for the Port of Houston is ensuring that the Silk Road – Maritime sessions are well developed, and is helping with outreach to foreign delegations from countries whose imports and exports travel through Houston. In particular, we will showcase contributions by several key partners such as the DoS through ECA, the Open World Leadership Center, National League of Cities, the National Conference of Mayors, embassies, local chambers of commerce, the private sector, universities & colleges, Global Ties US, Junior Chamber International, Kiwanis, People to People International, Pyxera Global, Cultural Vistas, and Partners of the Americas.

We will be implementing a few new approaches in the conference. We will provide opportunities for practical hands-on learning and application including a variety of sessions that are keynotes, interactive panels, training sessions, and Ted-style pitch sessions for innovations and excellence in citizen diplomacy. We anticipate offering sessions on innovation including an “innovative suite” to bring together U.S. and international business leaders to discuss how business innovations link to citizen diplomacy and global competitiveness as well an “innovation architect” session to help members learn how to establish the structures, processes and mechanisms to embed innovation in their Sister City programs. We also anticipate including public service leaders to engage with SCI members. These include mid-career leaders committed to public service such as the Henry M. Jackson Leadership Fellows from the Greater Seattle area and retired Foreign Service Officers (FSOs) from the Speakers' Bureau of the American Foreign Service Association. Overall, the conference retains substantive sessions for those more mature programs, while providing innovative foundation-building activities for younger programs.

In 2019, we will also continue to build our network of strong civil society Sister City organizations by expanding our **Member Affinity Benefits** to more than 500 member cities. Traditionally we have offered discounted travel insurance, travel medical services, background checks, free visa consultations with immigration lawyers, hotel discounts for members and governance assistance. As an example by November 2018, we received 23 new requests for **governance assistance**, mostly from cities in states that have strong representation at SCI such as California or Ohio. Most requests seek help with bylaws/governance structures and the development of administrative policies. SCI, working with our State Representatives Network, plans to continue offering these services while providing stronger administrative support, particularly to underrepresented states.

We will also be offering two new benefits to our members: travel programs and a toolkit to members on key lessons and best practices for people-to-people exchange programs. Travel experiences for members typically spotlight the many cooperative programs that exist between SCI and other partners such as Rotary International. In 2018, we are offering a Scandinavian Russia Baltic cruise that includes a **travel enrichment program** featuring interactive sessions on both Rotary and SCI during which participants share best practices for strengthening and expanding citizen diplomacy programs. We will build on the success of such approaches to enhance members' understanding of the world.

We plan to **promote successful member projects and replicate their best practices while expanding underrepresented fields such as sport diplomacy and exploring new initiatives with key partners**. We will select projects from our award recipients of excellence in programming. SCI's Annual Awards program has provided an opportunity to highlight the most innovative and effective programs in a range of areas, including **Arts and Culture, Youth and Education, Trade and Economic Development, Humanitarian work, and Professional and Technical Exchange**. SCI highlights the accomplishments of cities of all sizes, showing how any community can participate in citizen diplomacy and international affairs, and the positive impact they can make. We will continue to include a representative from the U.S. DoS in the judging panel.

Fourteen (14) Sister City programs won awards in 2018. In the educational sector, projects range from Internet-based initiatives such as a Virtual Classroom program connecting classes in Highland Park (IL); Puerto Vallarta, Mexico; and Modena, Italy around poetry to providing reciprocal study opportunities for STEM doctoral students in Houston (TX) and Guayaquil (Ecuador). In the economic sphere, initiatives include linking high tech incubators in Birmingham (AL) and Anshan (China) to focus on projects like water permeable parking lots and medical assistant robots; and a fall 2018 visit by Nashville city officials to the 2018 Energy Low Carbon Development Forum held in their Sister City of Taiyuan (China). In terms of community development, a Boulder (CO)-Lhasa (Tibet) initiative provided training to rural Tibetan doctors while Birmingham (AL) sent medical supplies to the victims of ongoing war in the Donbas region of their Sister City Vinnytsia (Ukraine). In terms of cultural exchanges, Ukrainian officials from Tysmenytsia discovered rodeo traditions through a visit hosted by Bandera County Sister Partnership Association (TX), while Issaquah (WA) transformed its utility boxes into works of art provided by Sister City artists in Chefchaouen (Morocco) and Sunndal (Norway).

Another exciting endeavor underlines that successful educational programs need not focus on education per se. A vibrant sewing circle at First African Methodist Episcopal Church in Seattle (WA) decided to create washable feminine care kits to enable girls in Limbé (Cameroon) to attend schools during their menstrual period. Under the leadership of Ms. LueRachelle Brim-Atkins (2018 Volunteer of the Year Awardee), the program partnered with Congregation Beth Shalom and Baitul Ehsaan Mosque, and now enlists 250 volunteers per month from multiple faiths and local communities on a joint mission to support girls' ability to attend school. Such projects reflect ECA and SCI's interests to engage **more diverse participants, build strong civil society organizations, and achieve greater efficiency**. This project was noteworthy not only because of its accomplishments, but also its detailed tracking of both outputs (number of kits produced), outcomes (ties through delegation visits to Limbé), and its forward planning with training programs, including two back-to-back delegations and water sanitation initiatives planned for 2020.

We will examine ways that such programs can be effectively replicated for smaller and medium sized cities. In addition to learning from these excellent programs, we will pay particular attention to sport

diplomacy initiatives (an underserved field in Sister Cities programs) such as the exchange of marathon runners between Culver City Sister City Committee (CA), Kaizuka (Japan) and Iksan (South Korea) and the hosting of girls' basketball team from Tokyo in Portland (MA). The latter has spurred our interest in searching for other female sports leaders to serve as ambassadors and champions for SCI. SCI will invite key partners from other organizations to share some of their lessons as well and to engage our colleagues at the DoS in providing additional comments and analysis on the benefits of SCI programs.

Finally, our newly redesigned website has channeled an increase of 200% of submissions for upcoming citizen diplomacy activities, creating a snowball effect of successful engagement and practices. In order to meet such demand, it is essential to track our successes and pitfalls. We have initiated several projects to do so. In 2018, our updated **Membership Renewal Survey** targeted a more accurate reporting of data and included questions providing a fuller picture of member activities covering such topics as length, frequency, and size of exchanges, as well as organizational, programmatic and financial information. In 2019, we plan to strengthen this survey function by drawing upon the conclusions of external research projects.

Grace Clegg, a consular adjudicator at DoS, conducted one such study in Japan. Ms. Clegg suggests adding characteristics such as the length of service of local volunteers, management structure, and the role of the municipal government in supporting Sister City program relationships. We also plan to supplement this survey with interviews conducted by our interns and SCI volunteers, using a targeted questionnaire. As part of this initiative, we expect alumni engagement by working with our Honorary Board Alumni Association.

### **Impact 2: Engage SCI next generation leaders to advance American foreign policy objectives**

*“(SCI’s) Youth Leadership Summit provides the perfect opportunity for students to come together, learn together, and leave with new friendships based upon mutual appreciation and passion for world issues. The importance of Sister Cities International exchanges cannot be overstated. Thank you for your*

*passion for citizen diplomacy and for creating a more peaceful world through exchanges and initiatives.” - Ms. Karen Pence, SCI Honorary Vice Chair and Second Lady of the United States*

As Ms. Pence notes, SCI youth programs offer a unique opportunity to build next generation leaders. SCI proposes to engage these young leaders to advance American foreign policy objectives by reinforcing the values of democracy, volunteerism, and public service through SCI youth programs. We will adopt a multi-pronged approach by focusing on our Youth Leadership Summit, our Young Artists and Authors Showcase, and our J1 high school homestay program.

In 2018, 99 students, 65 girls and 34 boys, representing the United States, Jamaica, and South Korea participated in our **Youth Leadership Summit** in Aurora, Colorado. This Summit is critical for advancing ECA goals through increasing the diversity of young leaders, and arousing their interest in global affairs, public service and citizen diplomacy as they plan their course of study and careers. Some of the testimonies from 2018 participants highlight these important take conclusions. They include:

*“This program was life changing for me with all the experiences that I was given. I changed how I interacted with others and was able to meet my new best friends for life.”- “Sune”- Sarasota, FL*

*“I like the diversity of America. I was able to have new international friends and understand more about the world through (the) simulation.” – “Heewon” - Seongnam, South Korea*

*“I’ve developed a deeper sense of what it means to be a citizen diplomat and how I can engage with an international community even in high school.” – “Isabella” - Culver City, CA*

Our 2018 evaluation survey of participants in the Youth Summit indicates that key areas of interest for SCI youth leaders include the DoS Diplomatic simulation exercise, community service projects, leadership skills, meeting youth leaders from other programs, and connections to sports, arts, and culture diplomacy. These will be key components of the program in 2019.

We plan to expand both the number of attendees and countries represented as well as the range of training modules in Houston, Texas in 2019. We are adding leadership training modules since many of the attendees are considered future leaders within their communities and we will strengthen our tracking system in order to identify how to cultivate youth and give them better tools to become successful leaders. SCI will promote leadership, workforce development, and skills engagement among young Americans and international students by increasing the participation of foreign students in the program. We are looking at ways to incorporate the work of the International Youth Foundation USA through its Cohort 2030 program, aimed at helping to grow the next generation of social entrepreneurs and activating cities as partners in achieving the Sustainable Development Goals as articulated by various countries through the United Nations.

As part of the curriculum, we will promote U.S. values of entrepreneurship, volunteerism, and democracy through providing opportunities for students to engage in youth service projects; experience a diplomatic simulation exercise; learn from sessions on recruitment and courses of academic study tied to public service, international engagement and leadership; and learn from youth programs from other organizations. We will extend invitations to local universities to engage students in international education opportunities, building on existing Sister City relationships. For example, we will share information about the Houston (TX) and Guayaquil (Ecuador) SCI project that provides opportunities for exchange programs for STEM graduate students from Rice University and Escuela Superior Politécnica del Litoral (ESPOL) in Ecuador. We will also include speakers on careers in international relations such as Irina Karmanova, Public Affairs Officer at the DoS, who participated in our 2018 conference.

We will highlight some extraordinary SCI volunteer leaders and delegates to our student delegates as part of a multifaceted and targeted sectoral approach that will inspire them to areas of study and careers in international service. These sectors include:

- **Sports Diplomacy** through our Northern California State Representative, Starr Hurley, an Olympian skier who was a member of the U.S. ski team in the 1964 Olympics in Innsbruck, Austria. We also propose to reach out and engage the U.S. DoS and ESPNW’s Global Sports Mentoring Program for additional speakers. We are in discussions with the U.S. Embassy in Tokyo in its “Go for Gold” program in the lead up to the 2020 Olympics. The program is an ambitious two-year campaign to promote America in the lead-up to the Tokyo 2020 Olympics and Paralympics. The U.S. Embassy in Tokyo, which also manages and operates the program, established it. The Embassy is working to promote English language skills of Japanese students and to plant the seeds of interest in studying in the United States. As of November 2018, the program had engaged 4,700 Japanese students and about 210 teachers. SCI is in discussions with the Embassy to include some of their students in our Summit.
- **Cultural Diplomacy** through entertainment, music and arts with our Japanese-born SCI board member and celebrity, Shin Koyamada. We will also include Suhail Arastu, SCI board member, Director of Advancement at Musical Bridges Around the World; and Karim Wasfi—a world-renowned cellist and SCI country representative for Egypt and Iraq. He is building peace through combatting terror, misinformation and intimidation through music and art therapy.
- **Women leaders, entrepreneurship, global competitiveness** with our newly appointed Women’s Leadership representative, Nia Leyte, who conducts leadership training for women in the broadcasting sector. We will also include our youth representative on SCI’s board, Courtney Bennett, who participated in a SCI exchange student program with China, and is now pursuing a successful career as the President and CEO of her own company while continuing her civic engagement through building schools and libraries for children and women in Ghana.

Our summit provides many students from metropolitan and rural areas with their first opportunity to engage with professionals in the fields of diplomacy or international affairs and gain insight into potential careers or areas of study. Ultimately, our goal is to provide opportunities for specific models and examples of inspiration and aspiration to motivate our youth delegates; promote nuanced



global awareness; and enhance critical thinking and experiential memories connected to American foreign policy priorities, approaches, and opportunities as they relate directly to their lives as young leaders.

Additionally, we will **develop opportunities for joint youth programming with** other organizations such as Kiwanis International, International Youth Foundation USA, People to People International, International Youth Service, Junior Chamber International, and Musical Bridges Around the World. These programs will focus on cultural exchanges, creating economic opportunities for young people, and creating pathways to workforce development. We have already teamed up with People to People International to offer three scholarships to SCI youth ambassadors to attend their 2019 Global Youth Forum. We will also follow up with opportunities to work with Kiwanis International, looking to engage 17,000 high school students through targeted projects. SCI strengthened this relationship in 2017 by working to connect SCI State Representatives and the equivalent Kiwanis local representatives to facilitate interactions on the local level, including conducting presentations about SCI at several Kiwanis District Conventions. The partnership with Kiwanis has helped to identify local coordinators and host families for the J-1 homestay program. In 2018, SCI used this partnership to promote programs such as National Security Language Initiative for Youth (NSLI-Y) and the Critical Language Scholarship program. In 2019, SCI will build on this regional outreach to increase participation in SCI programs.

**Our School Homestay** exchange program is an opportunity for SCI members to expand their youth programming by hosting a student from an international Sister City for an academic year or semester of high school. The students get involved in their communities and Sister City programs including making presentations to school and community groups about their home country as well as participating in local parades and festivals. Through our Homestay program, we have provided support to 21 students in 2018. In 2019, we will provide additional support and promotion to increase participation rates and to develop new synergies between cities and communities.

SCI will leverage successful programs through its annual awards in excellence in citizen

diplomacy to serve as flagship initiatives for the homestay programs, such as the Sister Cities of Jasper (IN) annual high school student exchange with their Sister City Staufen (Germany) and ensuing cultural activities including the participation in Strassenfest and German American Day. SCI will seek to build new partnerships between currently underserved states such as North Dakota and Wyoming, as well as North European countries that have contributed migrants to these states. We also see this program as a unique opportunity to promote the engagement of U.S. values to the visiting students.

Finally, we plan to **expand our Young Artists and Authors Showcase (YAAS)** through soliciting Sister City affiliates, corporate sponsors, and partnership organizations to host our award winners. We will use the exhibits as an opportunity to advertise Sister Cities to a young audience who can expand our mission into the next generation. The 2019 theme is “**Global Citizens: Resilient Communities**” and entries are due to SCI by April 2019. One of our goals will be to include new underrepresented countries in Asia, Africa, and Latin America with a focus on art as a means to build resilience, promote global understanding, and to increase competitiveness in the face of domestic turmoil.

In 2018, SCI received 38 art submissions, 67 photography submissions, two films, and 43 essays and poems for YAAS. SCI accepts only one work of art from each city, and submissions had often already won a local competition to represent their community. For photography, we imposed a limit of five photographs per student, which decreased the overall number of submissions, but increased the quality. In 2018, the theme was “The Art of Diplomacy,” and entries were judged by different panels composed of independent judges from both the arts and international affairs (including Irina Karmanova, Public Affairs Officer at DoS). Carmela Velasquez, whose photo was selected to be a finalist in our award ceremony, noted that participating in the competition was very significant for her. As Carmela put it: “I wish to express the voices of the people that are not heard, especially those who are underrepresented and come from different backgrounds. Through SCI, they have joined thousands of others who are working towards peace and prosperity.” Submissions came from eight different countries, and winning entries are currently on a yearlong tour around various U.S. cities. Several new members that have not participated in the past are

hosting the showcase, which we anticipate could lead to increased entries for the 2019 contest. Grand prizewinners received a \$1,000 cash prize. In 2019, we anticipate reaching out to art curators to explore additional ways to promote these young artists. For example, as we plan for the 2019 Summit in Houston, we may engage the Moody Center for the Arts at Rice University to explore possible partnership opportunities. Our YAAS competition helps build awareness of SCI's mission, ECA's goals, and reaches an audience that might not otherwise be involved in SCI programming.

### **Impact 3: Bolster Sister City organizations and democratic and citizen diplomacy principles**

In 2019, we will **bolster Sister City organizations through targeted communications and public relations** efforts that will further ECA goals. In particular, we will help combat disinformation in the media through highlighting the impact of Sister Cities International stories and support crisis communications; we will promote American values and promote engagement with foreign countries through engaging the SCI network to host local Sister City diplomatic events and delegation visits; we will harness the resources of ECA, the DoS, the American Foreign Service Association, and the diplomatic community.

We will continue working on **crisis communications** that will help our members with critical thinking, media literacy, and communications to counter disinformation about international relations. In the past two years, we have assisted members with public relations and communications issues that had arisen due to South Korean dog meat industry, Comfort Women, controversial comments by the mayor of Ankara, the trade deficit with China, U.S.-Mexico relations, U.S.-Russia relations, immigration, the Israeli-Palestinian conflict, and political unrest in Nicaragua. We will also invite DoS to lead a session in our annual conference on "Countering disinformation and radicalization through exchange programs." We will use that session as a basis for offering guidelines to our members as they build a more nuanced understanding of global issues and as we remind them of the value of nonpartisan citizen diplomacy focusing on people-to-people exchange experiences.

In 2019, we hope to maximize our visibility and outreach on the web by **updating and improving SCI's free Google Ads account**. SCI receives a \$10,000 per month Google Ads grant in order to help drive traffic to the website's services and resources. SCI has been updating Google Ads in-house, and we have applied for Google's Ad Grants Online Marketing Challenge. If selected, SCI will work with a group of college students for 4-6 weeks in order to develop online advertising campaigns for the organization. In addition to Google Ads, SCI is working to **improve the search engine optimization (SEO)** of its website through blogging best practices. These efforts will support our website redesign from 2018.

In 2018, SCI worked with Bob Zhang, Executive Director of Sister States Inc of Maryland and founder of USABAL Solutions, to redesign our website (sistercities.org). We chose to redesign in order to better highlight member benefits and resources, while offering a more image-heavy space in which to promote member stories. The finished website has a more user-friendly interface and a better information architecture that will make tools, templates, contact information, and information easier to access for members and other website visitors.

SCI continues to create **Toolkits** and case studies in order to provide best practices and instructional materials for the SCI network. These toolkits help build strong SCI civic organizations that we working to promote global engagement at a community level throughout the country. In 2018, we distributed an advocacy handbook to assist the SCI network in sharing the value of Sister City relationships with their local officials and supporters. SCI is also revising and relaunching its toolkits, starting with its general toolkit about building a Sister City program.

SCI will be working on three research projects that will provide benefits to SCI members. The first will be based on the honors thesis of a former intern of the ECA's Office of Citizen Exchanges. She will track the impact of the Tempe Sister Cities youth exchange program to determine how participants have continued to engage in globally-minded careers or activities following their program. Her methodology will include oral histories, personal interviews, and quantitative survey data that provide a comprehensive look at whether Tempe Sister Cities alumni build upon their exchange experience and expand their role as global citizens upon returning to Arizona. Second, a graduate student who interned with SCI in 2018 and helped

coordinate our Youth Leadership Summit will be conducting an analysis to examine best practices to guide further growth for SCI. He will use SCI member data to compile a background on the impact that SCI has on achieving peace, economic returns on investment and cultural opportunities. He will examine opportunities for smaller cities to learn from the successes of bigger cities. Third, we are examining elements of success from our award winners for outstanding citizen diplomacy programs. We will **launch a new toolkit that deconstructs the success stories of our programs that demonstrate excellence**. In addition to providing these analyses, we will offer training on the materials. Additionally, we will harness the support of key partners such as Global Ties US and Pyxera Global to host bi-monthly webinars for members in order to help develop skills and knowledge in areas ranging from advocacy, communications, and organizing trade delegations.

SCI's **Membership Directory** and Annual Report is our flagship publication, which lists all of SCI's more than 2,000 partnerships, reports on SCI activities throughout the year, and provides basic information on Sister City programs around the country as well as the activities of SCI. We will publish the 2019 directory in the first half of the year. In addition, we will produce limited copies of a **pocket guide** of the membership directory that will be targeted for Global Outreach Team to use in their outreach and trainings. The directory and pocket guide are handy mission impact dissemination tools to continue to demonstrate the value of people-to-people programs that make a difference in the lives of Americans; that build bridges with the world; and that promote nuanced and sustained understanding of global affairs.

We plan to **focus our social media efforts** on increasing coverage of SCI impact stories and to provide current, accurate, and balanced information on U.S.-global citizen relationships. Our member update goes out to 10,000 people. Our new clips email goes out to 860 people. We have 10,000 followers on Facebook, 4,700 on Twitter, and 1,300 on Instagram. Our 2018 Awards in Excellence elicited approximately 10 articles in local press outlets. Working with local journalists, we plan to increase such coverage of our current and new initiatives. In 2018, SCI increased the promotion of its 100,000 volunteers and more than 500 city members through our blog, "Member Stories," on social media, and through

partnerships with media outlets. We will build out our **activity promotion** efforts of local member exchanges through “Member Stories” on social media and through partnerships with media outlets.

Similarly, we would like to request **quarterly ECA meetings** to discuss foreign policy priorities in specific regions of the world with an eye towards invigorating Sister City relationships in those countries while working with DoS Regional Public Diplomacy Offices and the U.S. Embassy Public Affairs Sections.

SCI has increased our **event promotion** throughout the SCI network to increase participation in citizen diplomacy activities. Submissions by members about their upcoming events have increased by 200% per month after the redesign of our email newsletter. Additionally, SCI sends targeted emails to U.S. members with similar global areas of focus to promote involvement with delegation exchanges, grants opportunities, and event participation. Finally, our initiatives with the American Foreign Service Association, People to People International, the National League of Cities, and Kiwanis will provide opportunities to advertise our programs during planning meetings, programs and joint conferences. The National League of Cities represents the country’s 19,000 cities, towns, and villages along with 49 state municipal leagues. It provides education, research, support and advocacy to city leaders across America. Its membership base is similar to SCI, but it does not have an international dimension. SCI will engage NLC to provide the international outreach and engagement for its membership with possibilities for organizational alignment and programmatic collaboration. NLC/SCI have had a longstanding practice of reciprocal hosting at our respective national conferences as well as associated state level entities. As part of this outreach and engagement, SCI will work with NLC to initiate some joint communications activities. Activities will include a webinar, the benefits of membership and engagement with NLC, and joint public relations materials. This will be an important avenue to extend people-to-people relations and global awareness to an important constituency, diversifying our target audiences and amplifying our outreach.

#### **Impact 4: Expand engagement with U.S. and foreign counterparts in Priority Countries**

SCI will expand engagement with U.S. and foreign counterparts through leveraging our global awareness efforts to forge greater partnerships in priority countries and in underserved communities, including forging closer collaboration with DoS; hosting delegations; and convening diplomacy meetings.

In 2019, SCI will continue to **Emphasize and Share ECA and DoS Priorities**. We will continue working with the Office of the Second Lady, Karen Pence, in her role as Honorary Vice Chair of SCI to highlight public diplomacy and citizen diplomacy activities. We will hold three diplomatic luncheons featuring ambassadors and include DoS staff. We will continue to engage ECA and the DoS in our annual conference and offer a complimentary booth in the exhibit hall to engage with attendees. We will continue to engage and collaborate with our ECA program officer, relevant DoS regional public diplomacy offices and U.S. Embassies and public affairs sections in our partner countries.

We will continue to support the DoS and FSOs through **Support of Delegations**. These delegation meetings provide SCI with the opportunity to explain how the Sister Cities model works; provide advice to foreign groups on working with U.S. municipalities and organizations; and connect them with U.S. cities and other sub-national bodies depending on their goals and priorities. We will also provide support to U.S. delegations; which typically include elected officials, civic leaders, volunteers, and others; by connecting them to U.S. Embassies and Consulates abroad in underserved and priority countries. This allows them to both inform DoS personnel of their planned activities as well as receive briefings or other useful information to help them in their activities. This can be particularly beneficial in politically sensitive places, where communication between diplomats and U.S. sub-national leaders is most critical. We will also reach out to newly appointed U.S. diplomats to provide information about SCI relationships in their new post.

We will continue to **build out Sister City programming in key underserved areas**. In 2018, our annual conference had a track on the terrestrial Silk Road. The regional focus selected for 2019 will be on the maritime Silk Road. This will provide an opportunity to seek new partnerships and expand existing ones with several priority countries in regions that are currently underrepresented in the Sister Cities network.

Over 80% of our current partnerships include countries in Europe, Asia and Americas, the largest contingent being Japan, China, and Mexico. However, representation drops to single-digit percentages in the Middle East and North Africa as well as Sub-Saharan Africa. Our focus on the Silk Road will help seek new initiatives in the Middle East, North Africa, and underrepresented countries in Asia. Our multifaceted, multiyear Silk Road Initiative commenced in October 2016 in Ulaanbaatar; the Sister City of Denver, Colorado; and was further advanced at the 2017 World Fair in Astana, Kazakhstan, which is in Sister City discussions with Houston, Texas. The first year introduction at our 2018 conference educated our leadership on a multitude of Sister City opportunities and issues along the historical Eurasian Silk Road Land route from Japan through Mongolia and its variant routes that followed the conquests and travels of Genghis Khan to Hungary and beyond. Additionally, the nomadic peoples of this route offer natural connection with the indigenous people worldwide. Identifying U.S. community Sister City partners with Native American populations and a strong folk art culture is part of our outreach objective. In year two, at our annual conference in Houston, we will highlight the maritime Silk Road from the Sea of Japan to the Red Sea with the opportunity to form the very first Saudi Arabia Sister City program with the port of Jeddah, Saudi Arabia. We are also continuing to work towards the signing of the Astana – Houston Sister City relationship at the 2019 Annual Conference.

In order to **target Sub-Saharan Africa** in 2019, we also propose doing a pre-conference forum on Sister Cities and economic development in Africa. This forum will focus on best Sister Cities Practices with African economic development, cultural presentations, and tools for developing economic development relationships.

### **Cross-cutting Approach to SCI Programming**

*“Your (Sister Cities) network is invaluable. You are a global engine for diplomacy and peace building and a powerful contributor to economic growth, not only for participating cities and regions, but globally. You foster municipal partnerships, promote tourism, and boost foreign investment, business development, and trade.” - Marie Royce, Assistant Secretary of State for ECA*



At SCI, we appreciate the shared mission of the DoS and ECA to increase mutual understanding, to strengthen ties, and to promote international cooperation between the people of the United States and the people of other countries. We see ECA functional strategy around increasing Americans' global competitiveness, countering disinformation and radicalization, bolstering democratic principles, encouraging strong civil society institutions, and achieving greater efficiency as being critical to this approach.

Since January 2018, when our new President and CEO joined the organization, we have been focusing on strategic programmatic and partnership opportunities, streamlining operations, and building greater operational efficiencies, which all fall under the purview of the Traditional Public-Private Partnerships Program. Our Director of Finance and Administration departed SCI in September 2018. As of January 2019, these functions are being outsourced to Blackman and Associates who will manage all of our accounting and financial oversight, while a HR software company will assume all of our HR functions. Both of these companies will work closely with our Budget and Revenue Manager and the President and CEO for accurate accounting, tracking, and reporting. The position of Vice President has been eliminated. The responsibilities of grant reporting, monitoring and evaluation, field engagement, and new Sister City partnerships previously under the purview of that position will now be managed with a RACI (Responsibility, Accountability, Consulted and Informed) plan across the responsibilities of three staff:

First, an Operations Manager oversees our office operations and field operations liaising with the President and CEO, together with our State Representative Coordinator and State Representatives. Second, the position of membership Manager (Youth) has been revamped into the position of "Director of Programs and Partnerships." This position will oversee our program implementation of our youth programs including our JIHomeStay program, our Youth Leadership Summit, and our Youth Artists and Authors Showcase. This position will also be charged with overseeing our impact reporting and our program monitoring and evaluation. The position will be competitively advertised

in 2019 and the current manager of our youth programs will be eligible for consideration. Finally, the President and CEO will provide overall oversight of the grant, serving as point of contact, as liaison with the DoS. We have also put in place a RACI project management system where all key roles and functions will be assigned in terms of who's responsible, accountable, consulted and informed for all key task associated with grant deliverables. As a result, in 2019, we are implementing a cross-cutting approach to achieve greater efficiency in SCI programming, program monitoring and evaluation, expanding use of virtual tools, and leveraging alumni relationships.

U.S. states and cities play an influential role in front line work to advance U.S. interests and values. Beyond the power of culture, local-level political and economic bridges are linking directly to U.S. government top priorities of security and prosperity. SCI programs contribute an annual average of \$965,000 in direct and indirect benefits per U.S. Sister City community. Every year, these programs involve approximately 100,000 volunteers and 15,000 youth. On average, 10,000 U.S. citizen diplomats participate annually in nearly 1,000 outbound exchanges and 14,000 global citizen diplomats visit the United States from 1,100 inbound exchanges.

In 2019, SCI will continue to play a key role in assisting municipal officials empower their communities and citizens to participate in international affairs, particularly in terms of economic development. We also will continue to provide guidance to U.S. Embassies in navigating the process to help communities develop Sister City agreements. We will continue to engage with communities in countries where the United States has less than friendly diplomatic relations to provide those guests an unfiltered view of the United States to people who may only know us through their own governments' propaganda. SCI is well positioned to make a difference and to advance American goals and ideas. 2019 will be an exciting and impactful year for SCI. With streamlined functions, focusing on membership, outreach, and programming, we are positioned for success. Thank you for your consideration.

Please see the below for a list of appendices in support of this proposal.

Appendices:

1. Detailed budget
2. Budget narrative
3. Calendar of events
4. SCI organization plan and resumes
5. Letters of endorsement
6. Monitoring and evaluation plan and two sample surveys
7. Reporting plan
8. Request for additional support
9. Supporting documentation including 990 forms, 2017 financial statements, NICRA documentation



# Sister Cities International - Calendar FY2019

<b>Key:</b>	
●	Specific activity
■	Ongoing activity

## IR 1: Increased American Global Competitiveness by Expanding Capacity of SCI Network

ACTIVITIES:	Q1: April - June 2019			Q2: July - September 2019			Q3: October - December 2019			Q4: January - March 2020		
	April	May	June	July	August	September	October	November	December	January	February	March
<b>Focus on global competitiveness at 019 Annual conference</b>	●	●	●	●			●		Analysis of post-conference survey			
	Ongoing promotion through website, social media and specific invitations			Conference in Houston July 17-19; post conference surveys								
<b>Membership Pairing program</b>	●			●			●			●		
	Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review		
<b>Provide Membership Affinity Benefits</b>	●											
	Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review		
<b>Provide Governance and Policy Services</b>	●			●			●			●		
	Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review		
<b>Administer Membership Renewal Survey</b>					●		●				●	
	Preparation of survey			Survey administered			Survey results analyzed and shared			Follow up actions on survey taken		
<b>Harness and strengthen role of capacities of State Representatives</b>	●			●			●			●		
	Weekly updates sent; monthly calls conducted; one in-person mtg conducted			Weekly updates sent; monthly calls conducted; one in-person mtg conducted			Weekly updates sent; monthly calls conducted; one in-person mtg conducted			Weekly updates sent; monthly calls conducted; one in-person mtg conducted		
<b>Reporting and ECA meetings</b>			●			●			●			●



## Sister Cities International Calendar FY2019

<b>Key:</b>
● Specific activity
■ Ongoing activity

### IR 2: Engage Next Generation of Leaders to Advance American Foreign Policy Objectives

ACTIVITIES:	Q1: April - June 2019			Q2: July - September 2019			Q3: October - December 2019			Q4: January - March 2020		
	April	May	June	July	August	September	October	November	December	January	February	March
Invite int'l and U.S. Youth to Youth Leadership Summit	●			●			●					
	Ongoing promotion; agenda finalized; chaperones and service projects selected			YLS occurs July 17-19; post survey follow up after conference			Analysis of survey results					
Launch and conduct High School Home Stay J1 Program	●			●			●			●		
	Students are placed on semester and year long-programs			Ongoing placement, review, check ins, administration and reporting; program review			Ongoing placement, review, check ins, administration and reporting; program review			Ongoing placement, review, check ins, administration and reporting; program review		
Launch and conduct Youth Artists' and Authors' Showcase competition	●			●								
	Winners are selected			Winners exhibited at annual conference			SCI tour of winners' work			SCI tour of winners' work		
Establish active partnerships with other international youth efforts	●			●			●			●		
	Specific activities agreed upon with partners*			SCI youth participate in People to People International Summit			Ongoing activities			Ongoing activities		
Reporting and ECA meetings	●			●			●			●		

\* Partners include Kiwanis International, International Youth Foundation USA, People to People International, International Youth Service, Junior Chamber International, and Musical Bridges Around the World



## Sister Cities International Calendar FY2019

<b>Key:</b>
● Specific activity
■ Ongoing activity

### IR 3: Strengthened SCI Organizations Uphold Democratic and Citizen Diplomacy Principles

ACTIVITIES:	Q1: April - June 2019			Q2: July- September 2019			Q3: October- December 2019			Q4: January- March 2020		
	April	May	June	July	August	September	October	November	December	January	February	March
Provide Crisis Communications Assistance												
	Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review		
Promote Local Member Activities												
	Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review			Ongoing activities, promotion, documentation, reporting; program review		
Develop Toolkits/Best Practices												
	Draft of case studies developed			Best practices identified and reviewed			Toolkit finalized and shared			Training conducted using toolkit		
Promote Local Member Exchange Opportunities												
	Ongoing promotion: member updates, member stories, social media			Ongoing promotion: member updates, member stories, social media			Ongoing promotion: member updates, member stories, social media			Ongoing promotion: member updates, member stories, social media		
Develop an Annual Membership Directory												
	Draft compiled and reviewed			Directory printed and disseminated			Ongoing promotion and tracking of use			Ongoing promotion; tracking use		
Reporting and ECA meetings												



## Sister Cities International Calendar FY2019

<b>Key:</b>	
●	Specific activity
■	Ongoing activity

### IR 4: Expanded Engagement with U.S. and Foreign Counterparts through SCI Global Awareness

ACTIVITIES:	Q1: April - June 2019			Q2: July- September 2019			Q3: October- December 2019			Q4: January- March 2020		
	April	May	June	July	August	September	October	November	December	January	February	March
Emphasize/Share ECA and DoS Priorities with SCI Partners												
	Ongoing promotion; one event is held			Ongoing promotion; one event is held			Ongoing promotion; one event is held			Ongoing promotion; one event is held		
Support U.S. and International Delegations												
	Ongoing activities, promotion, documentation, reporting; activity review			Ongoing activities, promotion, documentation, reporting; activity review			Ongoing activities, promotion, documentation, reporting; activity review			Ongoing activities, promotion, documentation, reporting; activity review		
Provide Assistance for New Partnerships												
	Ongoing activities, promotion, documentation, reporting; activity review			Ongoing activities, promotion, documentation, reporting; activity review			Ongoing activities, promotion, documentation, reporting; activity review			Ongoing activities, promotion, documentation, reporting; activity review		
Reporting and ECA meetings												

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December 10, 2018

Nalinee L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges

Dear Ms Cain,

I am pleased to present this letter of support for Sister Cities International application for the U.S. Department of State's Bureau of Educational and Cultural Affairs grant.

Omaha Sister Cities Association has been a member of SCI for over 50 years, since our founding in 1965. Their programs and support for our local organization has allowed us to grow from one sister city to six. Let me list what SCI means to us:

- Direct connection with the Mayors and leaders of our sister cities. Mayors and leaders of each of our sister cities have visited Omaha, toured our company manufacturing and business sites and learned about the benefits of the Midwest business environment. Just noting our sister city relationships with Germany and Japan has opened the door to discussions with BMW and Gavlion.
- Thru SCI's J-1 student visa program, Omaha has carried on high school student exchanges for decades. Many of the students like Omaha so much they return to go to college at the University of Nebraska at Omaha and Creighton University. It is an economic benefit to the students with lower housing and enrollment costs and a benefit of student enrollment at our universities.
- The University of Nebraska at Omaha continues annual student exchanges with Japan, Germany and Lithuania students and faculty. This greatly enhances the international relations and understanding of Omaha's students as well as the visiting student in understanding our culture and the persona of our citizens.
- There is no better way for Mayors, business leaders and citizens to understand each other than to meet in each of their respective countries. These relationships have fostered major gift exchanges in Omaha for Henry Doorly Zoo and Lauritzen Gardens. Omaha gave two bison in the late 60s to Shizuoka, Japan whose offspring have populated many other zoos in Japan. Xalapa, Mexico recently gave our zoo a 10 ton carved stone head of an ancient civilization that lived near Xalapa. That feature has generated many visitors to our zoo to see this new feature. Lauritzen Gardens attracts visitors with major displays of Japanese Gate, teahouse and future Japanese Garden thanks to our sister city relationship with Shizuoka, Japan. The Gardens also has a significant display of outdoor Lithuanian wood carvings which attracts members and visitors.



Shizuoka, Japan  
1965



Braunschweig, Germany  
1992



Siauliai, Lithuania  
1996



Naas, Ireland  
2002



Xalapa, Mexico  
2005



Yantai, China  
2011



- Sister Cities International was the primary arranger of Mrs. Mike Pence coming to Omaha to attend the Annual Omaha Sister Cities Dinner Gala. The April event was attended by significant business leaders, educators, students and OSCA members. She carried our government's message of promoting international connections and youth participation.
- SCI's Annual Meeting has given sister city members the opportunity of sending youth to its Annual Youth Summit. Omaha has paid for the attendance of minority high school students to attend this event. Some of the students had not been out of the state and in previous years had not been on an airplane. They have been introduced to a world of international problem solving tasks that they would not have had access to without Sister Cities International programs.

The programs and opportunities Sister Cities International offers to its city members greatly enhances our Midwest community with international relationships and experiences.

I am pleased to submit this letter of support for this important organization.

Sincerely,



John Hawkins  
President

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December 10, 2018

Ms. Naline L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges

Dear Ms. Cain:

On behalf of the National League of Cities (NLC), it is my pleasure to submit a letter of support for Sister Cities International (SCI) for their application to the Fiscal Year 2019 Traditional Public-Private Partnership Program Limited Competition.

NLC is the nation's oldest and largest organization devoted to helping city leaders build better communities. In partnership with 49 state municipal leagues, it is a resource to and advocate for 19,000 cities, towns and villages representing more than 218 people in the United States. Our membership is politically and culturally diverse, ranging from small, rural towns to large, metropolitan cities.

Since SCI's founding in 1956, we have enjoyed a close relationship, and many of our members benefit greatly from SCI's work to promote mutual respect, understanding and cooperation amongst cities of all shapes and sizes around the world. SCI's programs and services help American cities attract global investment, while also bolstering democratic principles and diffusing misinformation abroad. Specifically, here are some examples of how SCI supports American communities:

- SCI programs contribute an annual average of \$965,000 in direct and indirect benefits per U.S. Sister City community.
- Every year, SCI programs involve approximately 100,000 volunteers and 15,000 youth.
- On average, 10,000 U.S. citizen diplomats participate annually in nearly 1,000 outbound exchanges and 14,000 global citizen diplomats visit the United States from 1,100 inbound exchanges.

I kindly ask for your continued support of Sister Cities International. Our nation's cities and our country as a whole is stronger because of the work they do. Thank you for your consideration.

Sincerely,



Clarence E. Anthony  
CEO and Executive Director  
National League of Cities



December 7, 2018

Nalinee L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges  
2200 C Street, NW  
SA-05, 4th Floor  
Washington, D.C. 20037

Dear Ms. Cain:

On behalf of Kiwanis International I write you today in support of Sister Cities International, which represents 500 U.S. communities with over 2,000 international partnerships in 140 countries across the globe. It is my hope that the U.S. Department of State will continue to support the organization through its Traditional Public-Private Partnership assistance award.

Sister Cities International helps municipalities increase global competitiveness through the development of partnerships between U.S. cities, counties, and states with similar jurisdictions in other nations. By serving as a hub for institutional knowledge and best practices in the field of citizen diplomacy, the organization works to bolster democratic principles, strengthen the rule of law, and encourage strong civil society institutions.

In 2015, Kiwanis International entered into a formal partnership with Sister Cities International, because we understand the benefit of the global bridges and relationships Sister Cities is initiating around the world--and how we can maximize our 7,000-plus-club service reach through this partnership. Kiwanis clubs have been especially successful leveraging Sister City relationships for educator exchanges. With shared values in leadership, service and education, we look forward to participating in the Sister Cities Annual Conference and Youth Leadership Summit in July 2019.

Sister Cities International supports the mission of the Department of State's Bureau of Educational and Cultural Affairs through its work promoting peace through mutual respect, understanding, and cooperation. Support of this organization is essential to ensuring that the network of hundreds of U.S. cities and thousands of volunteers is reaching its full potential, and it is my sincere hope that the U.S. State Department will continue to assist this very worthwhile and important cause.

Best regards,

A handwritten signature in black ink, appearing to read 'S. Soderstrom'.

Stan Soderstrom  
Executive Director  
Kiwanis International and Kiwanis Children's Fund



Nalinee L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges

Dear Ms. Cain:

On behalf of Sister Cities of Jasper, I write you today in support of Sister Cities International (SCI), which represents more than 500 U.S. communities with over 2,000 international partnerships in 145 different countries across the globe. It is my hope that the U.S. Department of State will continue to support the organization through its Traditional Public-Private Partnership assistance award.

Sister Cities International helps municipalities develop partnerships between U.S. cities, counties, and states with similar jurisdictions in other nations. By serving as a hub for institutional knowledge and best practices in the field of citizen diplomacy, the organization works to implement and support cultural, educational, humanitarian, and economic development exchanges and provides a unique opportunity for city officials and citizens to experience and explore other cultures through long-term community partnerships and cooperative activities.

In Jasper, IN we have enjoyed a Sister City relationship with Pfaffenweiler, Germany since 1985. Our activities include economic development, a high school exchange program ongoing since 1987, arts/cultural programs, and personal visits between our two cities. For example, here are some example projects of Sister cities of Jasper:

- Hosting 20 German Exchange students from Staufien Gymnasium in October, with 18 more German students from Poessneck to come in April, 2019.
- Working with the Pfaffenweiler winery to import Pfaffenweiler wine to Jasper. This will happen before February 2019.
- Working with master stone carver Michael Eckert in Pfaffenweiler to facilitate the organization of a local Stone Carver group in Jasper

Sister Cities International has helped us from the beginning of our partnership with Pfaffenweiler, providing information on how to become a 501(c)3 organization and helping to organize our successful student exchange. SCI also connects us to grant and networking opportunities for our projects on an ongoing basis.

Sister Cities International supports the mission of Department of State's Bureau of Educational and Cultural Affairs through its work promoting peace through mutual respect, understanding, and cooperation. Support of SCI is essential to ensuring that the network of hundreds of U.S. cities and thousands of volunteers is reaching its full potential, and it is my sincere hope that the U.S. State Department will continue to assist this very worthwhile and important cause.

Sincerely,

Sandy Wehr

President, Sister Cities of Jasper



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# INDIANA INDIA BUSINESS COUNCIL

A nonprofit 501(c) (3) Tax ID# 81-4231149

Date: December 10<sup>th</sup>, 2018

Nalinee L. Cain

Program Officer, Professional Fellows Division

U.S. Department of State

Bureau of Educational and Cultural Affairs

Office of Citizen Exchanges

Dear Ms. Nalinee Cain,

On behalf of the **Indianapolis Hyderabad Sister City Committee** (IHSSC) and as a committed American citizen who wishes to nurture the welfare of Americans across the world, I write to you today in support of Sister Cities International (SCI), an organization that represents more than 500 U.S. communities with over 2,000 international partnerships in 140 different countries across the globe with the hope that the U.S. Department of State's Bureau of Educational and Cultural Affairs will continue to support the organization through its Traditional Public-Private Partnership Limited Competition.

The SCI is responsible for bringing several partnerships to life, ones that transcend borders and build relations, creating strong international ties that lead to a vibrant economy. An organization that supports cultural, economical, social and educational development exchanges that provides an opportunity for cultures to experience, learn and benefit from each other through programs and partnerships.

In my experience with the SCI, their tremendous help has led to seeing long term bonds between Indianapolis, Indiana with Hyderabad, Telangana; Indiana - Karnataka and the most recent one being between Columbus, Indiana and Pune, Maharashtra. The **Indianapolis Hyderabad Sister City Committee** (IHSSC) was pivotal in the series of events that led to a historic moment, bringing a surge of positivity, optimism and a boost to the city, state and country's job growth and economy, further strengthening bonds within USA and India. Infosys, an Indian based globally leading tech giant chose to position their first ever U.S Tech and Innovation Hub as well as a U.S Education Centre in Indianapolis in the state of Indiana with the goal of providing jobs to over 3000 Hoosiers in the next 3-5 years, and positively impacting the lives of over 100,000 people, inevitably improving America's global competitiveness. IHSSC & IIBC is honored to have played an instrumental role in this venture. The first phase of the \$245 million project which would include a 141-acre campus with 786000 sq. ft of facilities is expected to be completed by the end of 2020.

Sister Cities International is aligned with mission of the U.S Department of State's Bureau of Educational and Cultural Affairs through its work of promoting peace through mutual respect, understanding, and cooperation. I believe supporting the SCI is essential to ensuring the overall progress of U.S. cities and its citizens for reaching their full potential. It is my sincere hope that the U.S. State Department will continue to assist this very worthwhile and important cause.

Please feel free to email or call me with any questions.

Sincerely,

Raju Chinthala

President of Indianapolis Hyderabad Sister City Committee

Founder, President & CEO of Indiana India Business Council

[rajuchinthala@gmail.com](mailto:rajuchinthala@gmail.com) | C: 317.3397461



December 11, 2018

Nalinee L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges

Dear Ms. Cain,

On behalf of People to People International, I would like to convey my support of Sister Cities International. As a sister organization to our own, Sister Cities International is vital to the mission of diplomacy for communities across the world.

As an organization that furthers the key principles upon which it was founded by my great-grandfather President Dwight D. Eisenhower, Sister Cities International represents more than 500 communities in the United States, with more than 2,000 global partnerships endorsing democratic and peaceful teachings in 140 nations. Through their mission, Sister Cities International is able to convey the importance of cultural difference and understanding.

Through the exchange of information and worldwide collaboration, Sister Cities International is able to reflect the true nature and excellence that many U.S. communities offer. It is vital that the United States continue to serve as an example to the rest of the world, an example of principled action, a law-abiding society and a republic founded on democratic principles. It is only through organizations like Sister Cities International that these key tenets of American society are conveyed in a cross-cultural and cooperative way.

It is for these reasons that People to People International has partnered with Sister Cities on youth exchanges and cultural delegations. The partnership is a testament to the legacy that founded both organizations and the foundations on which they are built. Sister Cities International supports the Department of State's Bureau of Educational and Cultural Affairs by inexhaustibly furthering cultural tolerance, democratic values, global diplomacy and service.

I encourage the Department of State to continue its support of Sister Cities International through the Traditional Public-Private Partnership assistance award. It is vital that missions like theirs be not only continued but aided. It is only through organizations like Sister Cities International that the peoples of the world can truly know and understand one another's cultures, a feat that is required for true and lasting peace. Thank you for your consideration.

Respectfully,

Merrill Eisenhower Atwater  
Chief Executive Officer



Hays Sister City Committee  
P.O. Box 490, Hays KS 67601

<https://www.facebook.com/Sister-Cities-of-Hays-Kansas>

Ms. Nalinee L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges

Dear Ms. Nalinee,

On behalf of the Hays Sister City Committee, I am writing to you today in support of Sister Cities International and our long-standing partnership with this organization.

As you are aware, Sister Cities International forms the umbrella to over 500 U.S. communities and their partnership programs in the world. It shares its core mission of peace, mutual respect and collaboration with each of its members and fulfills many important functions for us that are essential to keep our municipal organizations flourishing:

- SCI administers a complete catalogue of all sister cities programs, as well provides expertise on the formal processes to form or sever municipal agreements and aides its members in such. It furthermore actively brings together parties looking for sister cities. From our own experience, we have learned how difficult it is to find and connect with the right persons when trying to engage on an international level. SCI uses their extensive network and deep relationships to connect the right people with municipalities in the U.S. to form strong partnerships.
- SCI furthermore provides a variety of resources to their members in support of their programs, as well as abundant opportunities for networking. This forms a culture of peers exchanging ideas, best practices, and energizing each other to keep moving forward.
- Finally, SCI shines a much-needed light on municipal citizen diplomacy on a national and global level. It has helped hugely to promote our program in our own community and strengthened its validity beyond local reach.

Hays Sister Cities Committee has two sister cities: Santa Maria de Fe, Paraguay (since 1976), and Xinzheng, China (2005) and is run by a volunteer board.

In the last three years, we have traveled to and welcomed delegations from Santa Maria twice, including the Governor of Misiones, who was astounded by his little town's strong relationship in the US. The exchanges focused on key areas, such as tourism, youth retention and education, specifically in agriculture, which is a main economic driver for both places.

Our Chinese sister city partnership is built around a strong university partnership with regular student and faculty exchanges. During our city's sesquicentennial celebration, we were able to bring delegates from both cities together in Hays for a unique learning experience. Activities ranged from American cultural traditions, such as parades and baseball to public presentations about each other's municipalities, government, educational, and cultural institutions.

Municipal sister cities organizations like ours heavily rely on SCI to provide the backbone to an effective citizen diplomacy program. It connects the many otherwise isolated cities in their mission for mutual understanding throughout the world and bridges the gap between the national and international paying field and us. Without SCI many municipal sister cities organizations would be lacking the resources, expert knowledge and relationships to make progress, so it is my sincere hope that the U.S. State Department recognizes the important role of Sister Cities International for the American public and continues its' support.

Sincerely,

A handwritten signature in cursive script, reading "O. Detrixhe".

Olga Detrixhe  
Chair, Hays Sister City Committee





Baltimore Sister Cities

4701 East Lane

Baltimore, MD 21210-2336

December 10, 2018

Nalinee L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational & Cultural Affairs  
Office of Citizen Exchanges  
Washington, D.C. 20037

Dear Ms. Cain,

I am writing you on behalf of the City of Baltimore and Baltimore Sister Cities, Inc. ("BSC") to request your support of Sister Cities International's ("SCI") application for the FY 2019 Traditional Public-Private Partnership Program Limited Competition. By way of background BSC is a relatively new 501c3 corporation established in December 2015 to take over management of Baltimore's Sister City Program from the Office of the Mayor. Baltimore's Sister City Program dates to 1972 when our first sister city relationship with Gbarnga, Liberia was established. We currently have eight active sister city relationships: Alexandria and Luxor, Egypt; Changwon, South Korea; Gbarnga, Liberia; Kawasaki, Japan; Piraeus, Greece; Rotterdam, The Netherlands; and Xiamen, China. Although BSC is now an independent corporation, the City of Baltimore continues to be closely involved with operations by appointing 4 of 11 voting board member positions and by providing funding for certain overhead expenses such as our annual membership fees in SCI.

Here are some examples of Baltimore's recent sister city activities:

Incorporation of BSC as a 501c3 corporation (2015). BSC consulted closely with SCI staff during the process of converting from a Baltimore City entity to an independent corporation as discussed above. We received invaluable advice from SCI as to alternative structures and resources for the new corporation.

Baltimore-Xiamen Committee High School Summer Camp in Xiamen and Shanghai (August - 2018). Working with our contacts in the Chinese People's Association for Friendship with Foreign Countries in Xiamen and Shanghai we took four local high school students for a 13 day program in Xiamen, Fujian and Jiading, Shanghai. The participants were all students who are studying Chinese in school but have limited ability to experience Chinese immersion and culture. The basic purpose of the program is to offer minority students in Baltimore the travel experience that is common in high schools in nearby counties. This was the third such exchange



that we have organized. Another exchange is planned for 2019 for about 20 students. In conducting such exchanges we are supported by SCI through advice they offer on student travel. Especially useful is their new web site (<https://sistercities.org/>) that features SCI partner resources for travel insurance, visas, background checks, medical services and planning toolkits.

Related to the above the Baltimore-Xiamen Committee also organizes annual trips of 50 or more students studying Chinese in local high schools to the Chinese Embassy in Washington, D.C. to tour the embassy and engage in bi-lingual discussions about U.S. - China relations with embassy staff.

Baltimore-Xiamen and Baltimore-Rotterdam Committees promotion of local universities in their sister cities (2016 – 2018). The Baltimore-Xiamen Committee has helped arrange travel and meetings for Towson University and Johns Hopkins University-Carey Business School in Xiamen. This has resulted in relationships and educational exchanges with Xiamen University and Xiamen University of Technology.

The Baltimore-Rotterdam Committee has worked with Morgan State University's School of Architecture & Planning to set up an exchange program with the Rotterdam Academy of Architecture and Urban Design.

Of course one goal of these activities is to increase enrollment of foreign students in our local universities. We look at each foreign student as a U.S. export.

Once again SCI has provided good advice and practical assistance through conference calls and their web site resources.

Baltimore – Alexandria/Luxor Committee “The Sultan and The Saint” film production and showings in Egypt and the U.S. (2017). The Baltimore-Alexandria/Luxor Committee worked closely with Unity Productions Foundation and the Al-Ahram Weekly to bring this cultural project to completion. Primarily filmed in Baltimore this docudrama about Christian-Muslim peacemaking is the true story of a meeting between St. Francis of Assisi and the Sultan Al-Kamel of Egypt during the Crusades in 1219. The film was shown in Alexandria, Luxor, and Cairo in Egypt and in Baltimore and Washington, D.C. Unity Productions Foundation awarded the Baltimore-Alexandria/Luxor Committee Chair, Tharwat Abouraya, a ‘Peace Award’ for his efforts in bridging the two countries and their faiths. SCI played an important role in promoting the film on its web site.

This committee has also been involved for many years in a cooperative relationship with one of the world's oldest libraries, Bibliotheca Alexandrina. They regularly donate books to the Bibliotheca's children's library. They have introduced local institutions including Walters Art Museum to the Bibliotheca. Most recently they have worked with the Bibliotheca to establish a ‘Dialogue for Peace’ digital exchange (using Skype) between 6<sup>th</sup> graders in Baltimore, Maryland and Alexandria, Egypt.



Baltimore-Kawasaki Scout Exchange Program (1985-present). The Baltimore-Kawasaki Committee has been integrally involved for more than 30 years in this annual scouting exchange program between the Baltimore Area Council of the Boy Scouts of America and the Kawasaki District of the Scout Association of Japan. The committee provides chaperones for visits to Japan and activities for the scouts who come here including coordinating meetings with the Baltimore Mayor's Office.

Support from SCI similar to the Baltimore-Xiamen exchanges discussed above has always been an important factor in this program's success.

Baltimore-Rotterdam Committee/Baltimore-Kawasaki Committee/Baltimore Gbarnga Committee Greenport Congress Reception (May 2018). The GreenPort Congress is an international sustainability-themed port conference held every year, usually in Europe. In May it came to the U.S. for the first time in Baltimore. Baltimore Sister Cities received support from SCI to help the Maryland Port Administration recruit international speakers and attendees. With SCI's assistance we invited speakers from the countries of Baltimore's sister cities and Maryland's sister states. This was modeled on a similar panel at SCI's annual conference in 2017. SCI President Roger-Mark De Souza spoke at the welcoming reception and has been promoting the concept of sister ports pairing up to collaborate at other venues since the event.

Baltimore-Rotterdam has also been active in organizing information sessions in the Netherlands about doing business in Baltimore and Maryland. In October they facilitated a Maryland Department of Commerce trip to Cyber Security Week in The Hague and also helped them set up meetings with representatives from offshore wind and life science companies. They are a co-sponsor of periodic business networking meetings organized by the Netherlands Embassy, the Netherlands America Chamber of Commerce Washington Metro and other D.C, area Dutch organizations.

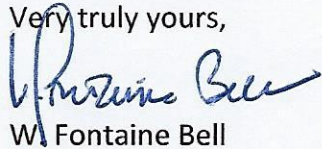
Baltimore-Changwon Committee/Baltimore-Kawasaki Committee/Baltimore-Xiamen Committee Asian/Pacific American Heritage Month celebrations (May 2016-2018). In 2016 these three Asian committees worked with the Mayor's Office to begin celebrating this important ethnic month. At the 2018 event at City Hall the Mayor greeted more than 100 citizens of Asian heritage at City Hall and also welcomed a delegation from our new sister city in Changwon, South Korea. The committees raised funds for these events. Planning is underway for the 2019 celebration.

In closing it is important to note the outsize impact of SCI on both the City of Baltimore and the State of Maryland during the past 46 years. Baltimore's membership began in 1972 and has led to exchanges and cooperation over the years with an emphasis on education, business, culture and health/environment of which the above examples are only a small sampling. In 1980 the State of Maryland became the 2<sup>nd</sup> state in the U.S. to have a sister state relationship with China (Anhui Province). This led to the state establishing Maryland Center China in Shanghai in 1996 by a former employee of Maryland Sister States. Maryland Center China now operates independently but continues to provide business assistance to Baltimore and Maryland firms



under a state contract. Of course the Maryland Sister State Program has grown enormously with other countries since 1980 and now boasts more than 20 relationships.

Very truly yours,

A handwritten signature in blue ink, appearing to read "W. Fontaine Bell", with a stylized flourish at the end.

W. Fontaine Bell  
Vice President



December 10, 2018

Naline L. Cain  
Program Officer, Professional Fellows Division  
U.S. Department of State  
Bureau of Educational and Cultural Affairs  
Office of Citizen Exchanges

Dear Ms. Cain,

This letter is in support of Sister Cities International's application for the FY 2019 Traditional Public-Private Partnership Program.

For the past two years, I have served as President of Birmingham Sister Cities (BSC). Birmingham, Alabama currently enjoys active Sister City relationships with 13 cities around the world. We are proud of our many accomplishments—just this year, we won "Best Overall Program" for a city of less than 300,000 inhabitants from Sister Cities International.

Our organization is a non-profit run by a highly engaged volunteer board. I'd like to note a couple of our recent activities:

- In the past two years, BSC has organized and facilitated exchange programs for Birmingham youth to Ghana, Japan, Israel, Jordan, and China.
- We have created an EB-5 economic development regional center, which will provide needed capital to infrastructure projects in our area—and benefit area developers and business owners by utilizing our strong and trusted relationships abroad. We are committed to innovation and creativity in our programming.
- Every year we host young leaders from Ukraine. These young people spend two weeks in the United States, including a one week home-stay with local Birmingham families. The goal of the

program is to educate these leaders on U.S. civil society, non-profits, free media, government and the political process.

- We constantly look for business and collaboration opportunities between Birmingham's startup, technology, and world-class healthcare scenes and our Sister Cities.

As you can see, our activities are entrepreneurial, worldview-expanding, and peace-promoting. We aim to strengthen cultural, educational, and economic ties between Birmingham citizens and our friends around the world. Every member of our board knows—and we are reminded constantly—of the IMPACT exposure to other cultures has on a person. Especially a young person. Many of the students we serve in Birmingham are economically disadvantaged and might never have the opportunity (or encouragement) to travel internationally were it not for Sister Cities. We see our youth come back passionate about international affairs and languages—and with lifelong connections that will serve them well as they become leaders in the global economy.

I believe that Sister Cities International supports the mission of the Department of State's Bureau of Educational and Cultural Affairs through its work promoting peace through mutual respect, understanding, and cooperation. Birmingham Sister Cities is proud to partner with Sister Cities International and continues to rely on SCI for best practices in Sister Cities programming and partnerships.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, reading "Bettina Byrd-Giles". The signature is fluid and cursive, with the first name "Bettina" being the most prominent.

Bettina Byrd-Giles  
President, Birmingham Sister Cities



**SisterCities**  
INTERNATIONAL  
Connect globally. Thrive locally.

SCI's monitoring and evaluation plan for 2019 includes a results framework (below) and indicator matrix (following pages).

SO: Improve awareness among Americans and international audiences of American foreign policy objectives through SCI programs

↑  
IR 1: Increased American global competitiveness by expanding the capacity of SCI Network

↑  
IR 2: Engaged next generation leaders to advance American foreign policy objectives

↑  
IR 3: Bolstered Sister City organizations and the democratic and citizen diplomacy principles they embody through targeted communications and public relations

↑  
IR 4: Expanded engagement with U.S. and foreign counterparts through leveraged SCI global awareness activities

**Intermediate Result (IR) 1: Increased American global competitiveness by expanding the capacity of SCI Network**

Activity	Output indicators	Outcomes	Timeline	Data collection and analysis strategy	RACI Team Roles
Focus on global competitiveness as a theme for SCT's 2019 Annual Conference in Houston, Texas, "Cities Mean Business"	<ul style="list-style-type: none"> <li>• # of training and information Sessions and # of participants in sessions (Target: 5 sessions @ 20-30 participants each)</li> <li>• # of networking opportunities (Target: 6 networking opportunities)</li> <li>• # of specific opportunities where relevant DoS programming is promoted (Target: 6 opportunities)</li> </ul>	<ul style="list-style-type: none"> <li>• High level of participation in the conference</li> <li>• High level of satisfaction with content of Annual Conference</li> <li>• Improved practices in Sister City exchanges</li> <li>• More frequent collaboration and knowledge sharing between U.S. communities</li> <li>• Increased interest in DoS programming by SCI network</li> <li>• SCI members integrate global competitiveness elements into their programs</li> </ul>	July 17-19	<ul style="list-style-type: none"> <li>• Review of conference program and CVENT registration numbers;</li> <li>• Survey collection on site during sessions;</li> <li>• Desk review of conference documentation;</li> <li>• Review of data at program evaluation team bimonthly impact reporting meetings;</li> <li>• Review of data on a quarterly basis with SCT's Conference Committee</li> <li>• Stories of integrating global competitiveness into SCI field programs</li> </ul>	<p><u>Responsible:</u> Advancement and Events Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> SCT local host team in Houston, Texas; Director of Advancement &amp; Events; SCT Conference Committee; interns provide additional support</p> <p><u>Informed:</u> President &amp; CEO, Board of Directors</p>
Dovetail membership pairing program ("Cities Seeking Cities") with new partnership opportunities, case studies and general liaison services that connect interested and potential Sister City partners.	<ul style="list-style-type: none"> <li>• Facilitation of new Sister City partnerships (Target: 10 - 20 new Sister City partnerships, driven by member interests)</li> <li>• Production of new guides and case studies (Target: 1 guide and 3 case studies over FY2019)</li> <li>• Expand membership pairing program to include general liaison services between SCI members and diplomatic corps (Target: 6 services)</li> </ul>	<ul style="list-style-type: none"> <li>• High level of satisfaction with services and content of resources</li> <li>• SCI State Representatives use the content in their outreach to SCT affiliates at the State level</li> <li>• New partnerships provide U.S. communities with opportunities for international exchanges</li> <li>• SCT member activities and partnerships improved through tapping into FSO network and expertise</li> <li>• More feedback to FSOs on matching process and post-agreement support</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Desk review of documentation from program impact electronic files and call logs;</li> <li>• Review of Operations' and Membership Managers' membership contact logs;</li> <li>• Desk review of monthly State Representative quarterly reports to SCT leadership;</li> <li>• Review of data at program evaluation team bimonthly impact reporting meetings;</li> <li>• Review of data on a quarterly basis with SCT's Membership Committee</li> </ul>	<p><u>Responsible:</u> SCT Operations Manager;</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> State Representative Liaison; SCT Membership Committee; Global Outreach Team; interns provide additional support</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>
Provide Member Affinity Benefits that strengthen member operations.	<ul style="list-style-type: none"> <li>• # of members that use discounted insurance, background checks, medical services, and visa assistance (# determined by member needs)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced expenses for members, increased due diligence in medical/legal matters</li> <li>• Strengthened SCT civil society organizations</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Review documentation from program impact electronic files and call logs;</li> <li>• Review of Operations' and Membership Managers' membership contact logs;</li> <li>• Review of monthly State Representative quarterly reports to SCT leadership;</li> <li>• Review of data at program evaluation team bimonthly impact reporting meetings;</li> <li>• Review of data on a quarterly basis with SCT's Membership Committee</li> </ul>	<p><u>Responsible:</u> Membership Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> SCT Membership Committee; State Representatives</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>

Provide Governance and Policy Services to members	<ul style="list-style-type: none"> <li>• # of requests for tailored assistance to develop new governance documents and policies (# determined by member needs)</li> <li>• # of new resources, templates, and guides for SCI members on governance and policy issues (Target: 5 per annum, driven by member needs)</li> </ul>	<ul style="list-style-type: none"> <li>• Restructured and revitalized programs operate more efficiently and effectively</li> <li>• Improvement of operations between city governments and Sister City non-profits</li> <li>• Strengthened SCI civil society organizations</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Review documentation from program impact electronic files and call logs;</li> <li>• Review of Membership Manager's and Communications Manager's contact logs;</li> <li>• Review of monthly State Representative quarterly reports to SCI leadership;</li> <li>• Review of data at program evaluation team bimonthly impact reporting meetings;</li> <li>• Review of data on a quarterly basis with SCI's Membership Committee</li> </ul>	<p><u>Responsible:</u> Membership Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> Communications Coordinator; Membership Committee; State Representatives</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>
Administer Member Renewal Survey to members	<ul style="list-style-type: none"> <li>• # of exchanges, structure, and budgets of Sister City programs (Target: reported according to membership renewal survey)</li> <li>• # of respondents compared to past surveys (Target: monitor #'s and analyze versus previous years)</li> <li>• # of follow up calls and case studies for more detailed analysis of data (Target: 5 calls per month with up to 5 to 10 rapid case studies produced in FY2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of trends and challenges in Sister City activity</li> <li>• U.S. communities better able to articulate economic benefits of exchanges and international engagement</li> <li>• Greater insight into factors affecting Sister Cities development and success</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Membership renewal survey through survey monkey;</li> <li>• Review documentation from program impact electronic files and call logs;</li> <li>• Review of Membership Manager's contact logs;</li> <li>• Review of data at program evaluation team bimonthly impact reporting meetings;</li> <li>• Review of data on a quarterly basis with SCI's Membership Committee;</li> <li>• Qualitative stories collected at Annual conference;</li> <li>• Desk review of submissions to annual awards competition for excellence in citizen diplomacy;</li> <li>• Follow up scripted phone interviews with award applicants and winners</li> <li>• Analysis of rapid case studies</li> </ul>	<p><u>Responsible:</u> Membership Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> Communications Coordinator; Membership Committee; State Representatives; research assistant and interns provide additional support</p> <p><u>Informed:</u> President &amp; CEO; Membership Manager</p>
Harness and strengthen the role and capacities of SCI State Representatives	<ul style="list-style-type: none"> <li>• # of day-long training of SCI's network of State Representatives (Target: 1)</li> <li>• # of weekly briefings / debriefings by State Rep Liaison (Target: 2 a month, taking into account holiday schedules)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased dissemination of information on SCI and DoS programming and events</li> <li>• Greater participation by local programs in state events</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Review of State Representative quarterly reports, Communications Coordinator's and Membership Manager's contact logs;</li> <li>• Review of participation logs in state department weekly zoom calls;</li> <li>• Qualitative stories collected at Annual Conference;</li> <li>• Desk review of submissions to annual awards competition for excellence in citizens diplomacy;</li> <li>• Follow up scripted phone interviews with award applicants and winners</li> </ul>	<p><u>Responsible:</u> State Representative Liaison</p> <p><u>Accountable:</u> Director of Programs and Partnerships</p> <p><u>Consulted:</u> President &amp; CEO; Communications Coordinator; Membership Manager; Global Outreach Committee; State Representatives; research assistant and interns provide additional support</p> <p><u>Informed:</u> Global Outreach Committee; Board of Directors; SCI Membership at Annual Business Meeting during Annual Conference</p>



**IR 2: Engaged Next Generation of Leaders to advance American foreign policy objectives**

Activity	Output indicators	Outcomes	Timeline	Data collection and analysis strategy	RACI Team Roles
Invite international and US youth to Youth Leadership Summit with a focus on engaging on SCI's mission, citizen diplomacy and how they relate to American foreign policy objectives	<ul style="list-style-type: none"> <li>• # of participants and activities in international relations for up to 100 students</li> <li>• # of opportunities to meet professionals with careers in diplomacy and international affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase interest by youth in study and careers in international affairs and diplomacy</li> <li>• Greater understanding of citizen diplomacy and international communication by youth participants</li> <li>• Engage students who may consider coming to the USA for college study</li> </ul>	July 17 - 19	<ul style="list-style-type: none"> <li>• Pre and post Summit surveys to determine SCI knowledge, satisfaction with conference, learning, behavior and future plans</li> </ul>	<u>Responsible:</u> Director of Programs & Partnerships <u>Accountable:</u> Director of Programs & Partnerships; SCI local host team in Houston, Texas; Youth intern <u>Consulted:</u> SCI Conference Committee; local SCI affiliates sending youth delegations; partnership organizations; interns provide additional support <u>Informed:</u> President & CEO; Board of Directors
Launch High School Home Stay J-1 Program	<ul style="list-style-type: none"> <li>• # of semesters and year-long high-school placements of international students with host families in their U.S. Sister Cities</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforcement of Sister Cities linkages between communities</li> <li>• Better understanding of U.S. culture and cultivation of people-to-people relationships</li> </ul>	FY2019	<ul style="list-style-type: none"> <li>• Pre and post Summit surveys to determine SCI knowledge, satisfaction with homestay program, learning, behavior and future plans</li> </ul>	<u>Responsible:</u> Director of Programs & Partnerships <u>Accountable:</u> Director of Programs & Partnerships <u>Consulted:</u> Host families, Home Stays Advisory Committee <u>Informed:</u> President & CEO; Board of Directors
Launch Young Artists' and Authors' Showcase competition with a focus on "Global Citizens; Resilient Communities"	<ul style="list-style-type: none"> <li>• # of entries in competition in art, writing, film and photography</li> <li>• # of cities hosting awards winners</li> <li>• # of Americans that view the work of the award winners</li> <li>• Manner in which theme connects to DoS priorities</li> <li>• Stories of impact from award winners</li> </ul>	<ul style="list-style-type: none"> <li>• Increased interest by youth in citizen diplomacy and the Sister Cities model of international engagement</li> <li>• Increased exposure and awareness of Americans to the themes as presented in the students' artwork</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Testimonials from award winners</li> <li>• Visitor log reports from host cities</li> </ul>	<u>Responsible:</u> Director of Programs & Partnerships <u>Accountable:</u> Director of Programs & Partnerships <u>Consulted:</u> Host families, Home Stays Advisory Committee <u>Informed:</u> President & CEO; Board of Directors
Establish active partnerships with other international youth efforts	<ul style="list-style-type: none"> <li>• # of SCI-partner activities that demonstrate active partnership;</li> <li>• Qualitative stories of Sister City programs</li> </ul>	<ul style="list-style-type: none"> <li>• Increased interest in international service by Key Club members</li> <li>• Increased youth participation in Sister City partnerships</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Pre and Post Summit Surveys to determine SCI knowledge, satisfaction with partnership activities, learning behavior and future plans</li> </ul>	<u>Responsible:</u> Director of Programs & Partnerships <u>Accountable:</u> Director of Programs & Partnerships <u>Consulted:</u> Host families, Home Stays Advisory Committee <u>Informed:</u> President & CEO; Board of Directors

**IR 3: Strengthened SCI Organizations to Uphold the Democratic and Citizen Diplomacy Principles they embody through Targeted Communications and Public Relations**

Activity	Output indicators	Outcomes	Timeline	Data collection and analysis strategy	RACI Team Roles
Provide Crisis Communications Assistance	<ul style="list-style-type: none"> <li>• # of requests for assistance from local members with sensitive political issues that affect their partnerships and exchanges</li> <li>• # of members reached through dissemination of guidelines on how to combat misinformation through exchange programs</li> </ul>	<ul style="list-style-type: none"> <li>• Cities encouraged to take on more difficult partnerships/situations</li> <li>• Reduced risk of Sister Cities activities slowing/stopping due to political factors</li> <li>• SCI entities have increased tools and capacity to combat disinformation</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Tracking of specific crisis communications memos, email and communication guidance provided to local members</li> <li>• Survey of session at Annual Conference on session on combating misinformation through exchanges</li> </ul>	<p><u>Responsible:</u> Communications Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> President &amp; CEO; SCI Board of Directors; SCI Parliamentary</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>
Promote Local Member Activities	<ul style="list-style-type: none"> <li>• # of instances where local member activities and exchanges are promoted via social media and partnerships with media outlets</li> <li>• # of interviews with local members about their activities</li> <li>• inclusion of SCI information in the Foreign Service Journal which is disseminated to FSOs</li> </ul>	<ul style="list-style-type: none"> <li>• More public support for Sister City programs and international exchange</li> <li>• FSOs provided with exchange success stories for their respective countries</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Review social media traffic and if possible, determine google analytics</li> <li>• In-depth interviews</li> <li>• Case studies</li> </ul>	<p><u>Responsible:</u> Communications Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships</p> <p><u>Consulted:</u> President &amp; CEO; SCI Board of Directors as needed; SCI Parliamentary</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>
Develop Toolkits/Best Practices	<ul style="list-style-type: none"> <li>• # of instructional materials for Public Relations and Marketing</li> <li>• # of case studies promoting best practices in programming</li> </ul>	<ul style="list-style-type: none"> <li>• More professional communications by local Sister City programs</li> <li>• Local Sister City programs implement new and innovative exchanges</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Review of instructional materials and case studies;</li> <li>• If possible in time frame, evaluation of use of instructional materials and case studies through bounce back surveys (continued in FY2020)</li> </ul>	<p><u>Responsible:</u> Communications Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships; Research Assistant</p> <p><u>Consulted:</u> President &amp; CEO; SCI Board of Directors as needed; Operations Manager</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>
Promote local member exchange opportunities	<ul style="list-style-type: none"> <li>• # of instances where local member exchange opportunities are promoted through SCI website and emails to members</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation in exchanges and citizen diplomacy</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Desk review of exchange opportunities offered</li> </ul>	<p><u>Responsible:</u> Communications Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships; Research Assistant</p> <p><u>Consulted:</u> President &amp; CEO; SCI Board of Directors as needed; Operations Manager</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>
Develop an Annual Membership Directory	<ul style="list-style-type: none"> <li>• # of listings of all member partnerships</li> <li>• Annual report of SCI activities and services</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of partnerships and promotion of activities</li> </ul>	Q1 & 2	<ul style="list-style-type: none"> <li>• Production of annual membership directory;</li> <li>• Desk review of content of directory;</li> <li>• Online survey of use of directory</li> </ul>	<p><u>Responsible:</u> Communications Manager</p> <p><u>Accountable:</u> Director of Programs &amp; Partnerships; Research Assistant</p> <p><u>Consulted:</u> President &amp; CEO; SCI Board of Directors as needed; Operations Manager</p> <p><u>Informed:</u> President &amp; CEO; Board of Directors</p>

**IR4: Expanded engagement with US and Foreign Counterparts through Leverages SCI Global Awareness Activities**

Activity	Output indicators	Outcomes	Timeline	Data collection and analysis strategy	RACI Team Roles
Emphasize/share ECA and DoS priorities with SCI Partners	<ul style="list-style-type: none"> <li>• # of communication activities that support DoS events, including Global Partnerships week</li> <li>• # of instances of communications to members and partners, both at events and in written communications that help convey ECA and DoS priorities, including priority countries/regions, DoS exchange programming, as well as thematic areas and target demographics</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation in DoS programming and promotion of mutual SCI/DoS objectives</li> <li>• Greater focus on priority areas/demographics increases member activities aimed at them and complements ECA and DoS activities</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Desk review of communication activities</li> </ul>	<u>Responsible:</u> Advancement and Event Manager <u>Accountable:</u> Director of Programs & Partnerships; Research Assistant <u>Consulted:</u> President & CEO; DoS; State Representatives; SCI Country and Regional Representatives; SCI Global Envoys; SCI Honorary Board Alumni <u>Informed:</u> President & CEO; Board of Directors
Support U.S. and International Delegations	<ul style="list-style-type: none"> <li>• # of briefings for IVLP and other foreign delegations on Sister Cities model and subnational engagement</li> <li>• # of communications between U.S. delegations to Embassy and Consulate Staff abroad to ensure they are informed about activities and can brief delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Additional Sister City relationships</li> <li>• Increased foreign government support for inter-city exchanges and cooperative activities</li> <li>• More coordination between Embassy/Consulates and U.S. delegations in priority countries</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Desk review of briefings, including geographic range and scope of briefings</li> <li>• Desk review of communication activities</li> </ul>	<u>Responsible:</u> Advancement and Event Manager <u>Accountable:</u> Director of Programs & Partnerships; Research Assistant <u>Consulted:</u> President & CEO; DoS; State Representatives; SCI Country and Regional Representatives; SCI Global Envoys; SCI Honorary Board Alumni <u>Informed:</u> President & CEO; Board of Directors
Provide assistance for New Partnerships	<ul style="list-style-type: none"> <li>• # of requests from U.S. FSOs to connect international communities with U.S. communities</li> </ul>	<ul style="list-style-type: none"> <li>• FSOs able to offer greater assistance to in-country partners/cities</li> </ul>	FY 2019	<ul style="list-style-type: none"> <li>• Desk review of requests</li> </ul>	<u>Responsible:</u> Membership Manager <u>Accountable:</u> Director of Programs & Partnerships; Research Assistant <u>Consulted:</u> President & CEO; DoS; State Representatives; SCI Country and Regional Representatives; SCI Global Envoys; SCI Honorary Board Alumni <u>Informed:</u> President & CEO; Board of Directors

## 2018 Member Renewal Survey

### General Information

\* 1. Please complete the following:

Name:

City/Town:

State:

Population size:

Role in Sister City  
Organization

Email Address:

Phone Number:

\* 2. Please list all of your sister and friendship cities

## 2018 Member Renewal Survey

### Finance

\* 3. What is your overall budget?

Total Operating Budget

\* 4. Who pays your SCI membership dues?

- ☐ City government
- ☐ Sister City organization
- ☐ Individuals
- ☐ Other (please specify)

\* 5. How much funding do you receive from each source?

City government	<input type="text"/>
Membership Dues	<input type="text"/>
Large fundraising event (e.g. gala, dinner, etc.)	<input type="text"/>
Small donations/annual giving campaign	<input type="text"/>
Large donor(s)	<input type="text"/>
Foundations/Grants	<input type="text"/>
Other	<input type="text"/>

2018 Member Renewal Survey

Exchanges

\* 6. How many inbound (to U.S.) exchanges does your city have annually with all its sister/friendship cities?  
Please give the average/year for the past 3 years.

Arts/Culture	<input type="text"/>
Youth/Education	<input type="text"/>
Municipal/Technical	<input type="text"/>
Trade/Economic Development	<input type="text"/>
Humanitarian Assistance/Development	<input type="text"/>
Other	<input type="text"/>

\* 7. What is the average number of people that participate in your inbound exchanges?

Arts/Culture

Youth/Education

Municipal/Technical

Trade/Economic  
Development

Humanitarian  
Assistance/Development

Other

\* 8. How many outbound (to a foreign country) exchanges does your city have annually with all its sister/friendship cities? Please give the average/year for the past 3 years.

Arts/Culture

Youth/Education

Municipal/Technical

Trade/Economic  
Development

Humanitarian  
Assistance/Development

Other

\* 9. What is the average number of people that participate in your in your outbound exchanges?

Arts/Culture

Youth/Education

Municipal/Technical

Trade/Economic  
Development

Humanitarian  
Assistance/Development

Other

\* 10. How many additional people from your community would you estimate traveled to your sister and friendship cities outside of official delegations in the last year?

\* 11. How many additional people from your sister and friendship cities would you estimate traveled to your community outside of official delegations in the last year?

## 2018 Member Renewal Survey

### Youth Exchanges

\* 12. Do you host high school or college level exchange students in your community?

☐ Yes

☐ No

## 2018 Member Renewal Survey

### Youth Exchanges

\* 13. On average how many students do you host per year?

High School

College

Advanced Degree

International Interns

\* 14. On average, what is the length of stay for an exchange student?

☐ 1/2 Semester or less

☐ Full Semester

☐ One year

☐ Other (please specify)

## 2018 Member Renewal Survey

### Youth Exchanges

\* 15. Do you send high school or college level exchange students to your sister cities?

☐ Yes

☐ No

## 2018 Member Renewal Survey

### Youth Exchanges

\* 16. On average how many students do you send per year?

High School

College

Advanced Degree

\* 17. On average, what is the length of stay for a student studying abroad?

☐ 1/2 Semester or less

☐ Full Semester

☐ One year

☐ Other (please specify)

## 2018 Member Renewal Survey

### Economic Relationships



\* 18. As a result of your sister/friendship city programs, has your own community developed economic relationships such as:

- ☐ Business relationships
- ☐ Professional relationships
- ☐ Foreign direct investments
- ☐ Collaborative projects
- ☐ Other economic relationships
- ☐ No economic relationships

\* 19. As a result of your sister and friendship cities, please estimate the value of economic benefits to *your community*:

Number of new businesses or organizations	<input type="text"/>
Number of new jobs	<input type="text"/>
Increased tax revenue	<input type="text"/>
Increased tourism revenue	<input type="text"/>
Increased local capital and other investments	<input type="text"/>
Foreign direct investment such as EB-5	<input type="text"/>
Other economic benefits	<input type="text"/>
No economic benefits	<input type="text"/>

\* 20. As a result of your sister/friendship city programs, have your sister/friendship cities developed economic relationships *in their communities* such as:

- ☐ Business relationships
- ☐ Professional relationships
- ☐ Foreign direct investments
- ☐ Collaborative projects
- ☐ Other economic relationships
- ☐ No economic relationships

\* 21. As a result of your sister and friendship cities, please estimate the value of economic benefits to your sister or friendship cities:

Number of new businesses or organizations	<input type="text"/>
Number of new jobs	<input type="text"/>
Increased tax revenue	<input type="text"/>
Increased tourism revenue	<input type="text"/>
Increased local capital and other investments	<input type="text"/>
Foreign direct investment such as EB-5	<input type="text"/>
Other economic benefits	<input type="text"/>
No economic benefits	<input type="text"/>

## 2018 Member Renewal Survey

### Events

\* 22. How many people from your community are involved in your sister city program?

Youth	<input type="text"/>
Volunteers	<input type="text"/>

\* 23. Please provide the information below on events you hold in your community

	How many, on average, per year?	How many people attend, on average, each event?	What is the average cost of attendance for this type of event?
Small Events (fewer than 50 attendees)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Medium Events (50-100 attendees)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Large Events (100 or more attendees)	<input type="text"/>	<input type="text"/>	<input type="text"/>

## 2018 Member Renewal Survey

### Other Questions

\* 24. How many of your sister/friendship cities are:

Active (exchanges every  
year)

Somewhat Active  
(exchanges every other  
year)

Inactive (No exchanges for  
at least 3 years)

\* 25. Where is your primary contact for Sister City activities in city government?

- ☐ Mayor/City Manager's Office
- ☐ City Commission
- ☐ Office of International Affairs/Protocol
- ☐ Tourism/Convention and Visitors Bureau
- ☐ City Clerk's Office
- ☐ Community Services
- ☐ Office of Economic Development
- ☐ Other (please specify)

\* 26. Is your Sister City organization incorporated as a nonprofit?

- ☐ Yes/Pending
- ☐ No
- ☐ I don't know

27. If your sister city organization is a nonprofit, do you currently have Directors & Officers liability insurance (D&O)?

- ☐ Yes
- ☐ No, but we want it
- ☐ No, and we don't need it
- ☐ I don't know
- ☐ We aren't a nonprofit

28. Do you have any paid employees?

- ☐ No
- ☐ Yes, one part-time employee
- ☐ Yes, one full-time employee
- ☐ Yes, more than one full-time employee

If you have more than one full-time employee, how many do you have?

\* 29. Which of the following exchange types are you currently organizing or have organized in the past year?

- ☐ Arts/Culture
- ☐ Youth/Education
- ☐ Municipal/Technical/Professional
- ☐ Trade/Economic Development
- ☐ Humanitarian Assistance/Development
- ☐ None
- ☐ Other (please specify)

\* 30. Which of the following exchange types are you currently organizing or have organized in the past year?

- ☐ Arts/Culture
- ☐ Youth/Education
- ☐ Municipal/Technical/Professional
- ☐ Trade/Economic Development
- ☐ Humanitarian Assistance/Development
- ☐ None
- ☐ Other (please specify)

\* 31. Does your sister city program have paid memberships?

- ☐ Yes
- ☐ No

\* 32. What are the names and email addresses of your committee heads?

\* 33. What do you think was your program's greatest achievement in 2017 (please describe below or provide link to an article/page).

\* 34. What is the primary reason you choose to be a member of Sister Cities International?

35. How can Sister Cities International better assist you? Do you have any other suggestions for us?



Sister Cities International conducts a pre and post survey of participants in our Youth Leadership Summit. It includes the following questions:

**Pre Survey:**

What is your gender? \_\_\_\_\_ How old are you? \_\_\_\_\_

1. Is this your first time attending the Youth Leadership Summit? Circle one:

Yes

No

2. How did you originally learn about the Youth Leadership Summit?

3. In attending the youth leadership summit, my top goals are to....(Rank these options 1 thru 9)

\_\_\_\_\_ Make new U.S. Friends.

\_\_\_\_\_ Make new international friends.

\_\_\_\_\_ Learn more about citizen diplomacy.

\_\_\_\_\_ Learn more about Sister Cities International.

\_\_\_\_\_ Understand more career paths that are available to me.

\_\_\_\_\_ Experience dorm/college life.

\_\_\_\_\_ Increase my knowledge of (insert specific topic of the Summit) and related topics

\_\_\_\_\_ Explore a new city/area of the United States

\_\_\_\_\_ Other: \_\_\_\_\_

4. What are you most looking forward to during the Summit? Explain

5. I am nervous or confused about...

6. When I think of Sister Cities International, the first thing that pops in my head is:



**MARK ONE BOX FOR EACH STATEMENT**

	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
I am comfortable with myself					
I am a good listener					
I am a confident person					
I am self-motivated					
I am organized					
I am good at getting my point across					
I am willing to take on new challenges					
I am responsible					
I am not afraid of change					
People look to me for guidance					
I can motivate others					
I think positively					
I have control of my life					
I work well with others					
I am an honest person					
I have a sincere desire to help others					
I am good at solving problems					
I am a risk-taker					
I know my purpose in life					
I know a lot about what leadership is					
I feel confident in my leadership skills					
I feel prepared to speak in front of a group					
I can manage conflict within a group					



<b>I feel comfortable speaking about my identities and the identities of others</b>					
<b>I am a good leader</b>					





## Post Survey Questions

1. Were you previously involved with Sister Cities? If so, how were you involved?
2. How did you learn about the Youth Leadership Summit?
3. Was this your first time attending the Youth Leadership Summit? Circle one:  
Yes                      No
4. Please rank the activities in order from most favorite (1) to least favorite (10):
  - Listing of activities in the program
  - 
  - 
  - 
  - 
  - 
  - 
  - Why were the top 3 activities your favorite?
5. What was your least favorite activity?
6. What would you change about these activities?
7. Please rate the quality of the chaperones on a scale of 1-5 (1 being poor, 5 being excellent):
8. Please rate the organization of the Youth Leadership Summit from 1-5 (1 being not organized, 5 being very well organized):
9. Please rate the overall quality of the State Department Diplomacy Simulation from 1-5 (5 being the best):
10. If you lodged in the dorms at XXX University, please comment on your experience:
11. Do you plan on staying involved with Sister Cities International? If so, how?
12. How likely are you to recommend this event to other high school students?
  - Very likely
  - Likely
  - Slightly likely
  - Slightly unlikely
  - Very unlikely
13. Because I attended the youth leadership summit I was able to....(Choose all that apply)
  - Make new U.S. Friends.
  - Make new international friends.
  - Learn more about citizen diplomacy.
  - Learn more about Sister Cities International.
  - Understand more career paths that are available to me.
  - Experience dorm/college life.
  - Discover ways that I can help the environment and the sustainability of our food supply
  - Explore a new city/area of the United States



14. It helps us to have comments/testimonials from participants to put on our website and on flyers for next year's summit. If you would like to write a short statement about your experience at YLS, please do so here:
15. Please provide any other comments or suggestions about the Youth Leadership Summit:
16. Will you allow Sister Cities to use your comments in this survey in our annual overview of the Youth Leadership Summit? (Your comments will remain anonymous.) Circle one:
- Yes                      No
17. Please enter your name, e-mail address, and phone number if you would like to be entered to WIN A FREE REGISTRATION to next year's Youth Leadership Summit in XXX.

**Ann Eaton (CMO)**

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**From:** Ann Eaton (CMO)  
**Sent:** Friday, February 8, 2019 4:00 PM  
**To:** Mayor and Council  
**Cc:** Executive Leadership Team; Rene Dominguez (EDD); Jessica Harris (EDD); Michael Sindon (EDD); Sarah Esserlieu (EDD); Denice Trevino (OCC); Deborah Hosey (City Council); Mayor and Council Support; Shahrzad Dowlatshahi (EDD); Martha Henry (EDD)  
**Subject:** Economic and Workforce Development Committee Meeting - Tuesday, February 12th at 11:30am  
**Attachments:** EWDC February 2019 Agenda Packet.pdf

Mayor and Council:

The Economic and Workforce Development Committee meeting is scheduled for **Tuesday, February 12, 2019 in the Municipal Plaza B Room at 11:30am**. The agenda is included below, and the agenda packet is attached and may be accessed at the following site:

<https://sanantonio.legistar.com/Calendar.aspx>

**The agenda consists of the following:**

1. Approval of the minutes from the meeting on January 8, 2019.

**Briefing and Possible Action on**

2. Briefing and update from Tech Bloc's Chief Technology & Recruitment Officer
3. Briefing on City Initiatives for 2019 SXSW
4. Briefing on FY 2019 EDD International Activities
5. Briefing and update on the Inclusive Growth Administrative Policy; Economic Development Incentive Fund and EB-5 Policies.

Please let me know if you have any questions.

Best regards,

Ann Eaton  
O: 210-207-5171

# City of San Antonio



## AGENDA Economic and Workforce Development Committee

City Hall Complex  
San Antonio, Texas 78205

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**Tuesday, February 12, 2019**

**11:30 AM**

**Municipal Plaza Building**

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A MEETING OF THE CITY COUNCIL ECONOMIC AND WORKFORCE DEVELOPMENT COMMITTEE WILL BE HELD IN THE "B" ROOM, MUNICIPAL PLAZA BUILDING, 105 MAIN PLAZA, SAN ANTONIO, TEXAS 78205 AT THE ABOVE REFERENCED DATE AND TIME, TO CONSIDER THE FOLLOWING MATTERS:

1. [REDACTED] Approval of the minutes from the Economic and Workforce Development Committee meeting on January 8, 2019

### **Briefing and Possible Action on**

2. [REDACTED] Briefing and update from Tech Bloc's Chief Technology & Recruitment Officer [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]
3. [REDACTED] Briefing on City Initiatives for 2019 SXSW [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]
4. [REDACTED] Briefing on FY 2019 International Activities [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]
5. [REDACTED] Briefing and update on the Inclusive Growth Administrative Policy: Economic Development Incentive Fund and EB-5 Policies [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]

At any time during the meeting, the Economic and Workforce Development Committee may recess into Executive Session in accordance with the Texas Open Meetings Act to discuss the following: Consultation with Attorney under Texas Government Code Section 551.071, and/or Personnel Matters under Texas Government Code Section 551.074.

**Adjourn**

**DISABILITY ACCESS STATEMENT**

**CITY HALL, 100 Military Plaza, is wheelchair accessible. Accessible entry ramp on west side of building. Accessible visitor parking on north side of building. Auxiliary aids and services, including Deaf interpreters, must be requested forty-eight [48] hours prior to the meeting. For assistance, call (210) 207-7268 or 711 Texas Relay Service for the Deaf.**

**Economic and Workforce Development Council Committee Members**

**Rebecca Viagran, Dist. 3, Chair**

**Shirley Gonzales, Dist. 5 | Manny Peláez, Dist. 8**

**John Courage, Dist. 9 | Clayton Perry, Dist. 10**

**\* Other members of City Council may attend to observe, but not vote, on matters before the Committee.**

**ECONOMIC AND WORKFORCE DEVELOPMENT  
COUNCIL COMMITTEE MEETING MINUTES  
TUESDAY, JANUARY 8, 2019  
1:30 PM  
MUNICIPAL PLAZA BUILDING, B ROOM**

<b>Members Present:</b>	Councilmember Rebecca Viagran, <i>Chair, District 3</i> Councilmember Manny Pelaez, <i>District 8</i> Councilmember John Courage, <i>District 9</i> Councilmember Clayton Perry, <i>District 10</i>
<b>Members Absent:</b>	Councilmember Shirley Gonzales, <i>District 5</i>
<b>Staff Present:</b>	Carlos Contreras, <i>Assistant City Manager</i> ; Leticia Vacek, <i>City Clerk</i> ; Leticia Saenz, <i>Deputy City Clerk</i> ; Rene Dominguez, <i>Director, Economic Development Department</i> ; Russ Handy, <i>Director, Aviation</i> ; Michael Sindon, <i>Assistant Director, Economic Development Department</i> ; Adrian Perez, <i>Policy Administrator, Economic Development Department</i> ; Brandon Smith, <i>Office of the City Clerk</i> ; Denice F. Trevino, <i>Office of the City Clerk</i>
<b>Others Present:</b>	None

**Call to Order**

Chairperson Viagran called the meeting to order.

**1. Approval of the Minutes from the Meeting on December 4, 2018.**

Councilmember Courage moved to approve the Minutes of the December 4, 2018 Economic and Workforce Development Council Committee Meeting. Councilmember Perry seconded the motion. The motion carried unanimously by those present.

**Briefing and Possible Action on:**

**2. Consideration of Appointments to the Airport Advisory Commission (9 slots).  
[Leticia M. Vacek, City Clerk]**

Leticia Vacek stated that members of the Airport Advisory Commission (AAC) served for one two-year term and positions in the following categories were open: 1) Aviation Industry; 2) Business Community; 3) Community; 4) FAA; 5) Taxicab Industry; and 6) Travel and Tourism. She noted that there were 37 applicants and 10 were deemed ineligible. She stated that statements were received for Le Roy Cavazos-Reyna, Graham Landry, and Priscilla Kirkwood and were distributed. Chairwoman Viagran asked of applicants who withdrew. Mrs. Vacek stated that Roger Hopkins, Mark Bromley, and George Meketa had withdrawn their applications.

Chairwoman Viagran stated that applicants would have three minutes to speak and requested that applicants address who they are and why they would like to serve.

City Clerk Vacek called upon the following applicants to speak:

Mark Fessler, Aviation Industry, Business Community, Community

Councilmember Pelaez entered the meeting at this time.

William White, Aviation Industry  
Maureen McCann, Business Community, Community  
Landon Phillips, Business Community  
Alexander Riedel, Business Community  
Ronnell Bright, Community  
Leslie Hobgood, Community  
Rebecca Buchanan, Community, Travel and Tourism  
Deborah Omowale, Community  
Reynaldo Saucedo, Community  
John Smith, Community  
George Alva, Taxicab Industry

Chairwoman Viagran recessed the meeting into Executive Session at 3:04 p.m. to discuss matters pursuant to Texas Government Code Section 551.074 (Personnel Matters). She reconvened the meeting at 3:31 p.m. and announced that no action was taken during the Executive Session.

Councilmember Perry moved to:

Re-advertise for the Travel and Tourism Category; re-designate the Taxicab Industry Category to Ground Transportation; re-advertise for the Ground Transportation Category; and recommend and forward the appointment of Mark Fessler to the Aviation Industry Category; the appointment of Maureen McCann, Landon Phillips, and the reappointment of Alexander Riedel to the Business Community Category; and the reappointment of Earl Jackson to the Federal Aviation Administration Category of the AAC to the full City Council for consideration.

Councilmember Courage seconded the motion. The motion carried unanimously by those present.

Councilmember Perry moved to recommend and forward the Reappointment of Deborah Omowale to the Community Category of the AAC to the full City Council for consideration. Councilmember Courage seconded the motion. The motion carried unanimously by those present.

Councilmember Perry moved to recommend and forward the reappointment of Leslie Hobgood to the Community Category of the AAC to the full City Council for consideration. The motion prevailed by the following vote: AYES: Councilmembers Pelaez, Courage, and Perry. NAYS: None. ABSTAIN: Councilmember Viagran. ABSENT: Councilmember Gonzales.

Councilmember Pelaez exited the meeting at this time.

**3. Briefing on the FY 2018 SBEDA Program Annual Report.** [Carlos Contreras, Assistant City Manager; Rene Dominguez, Director, Economic Development]

Rene Dominguez stated that the Small Business Economic Development Advocacy (SBEDA) Program Annual Report would be released to the public on January 11, 2019.

Michael Sindon stated that the purpose of the SBEDA Program was to promote the use of local small, minority, and women-owned businesses on City contracts. He noted that the program was established in 1992 and in 2010, a Disparity Study was conducted. He stated that in 2011, SBEDA Amendments established the following:

- New prime tools
- New subcontractor tools
- Central Vendor Registry
- Goal Setting Committee
- Robust compliance module

Mr. Sindon noted that a Disparity Study was conducted in 2015 and SBEDA Amendments in 2016 established the following:

- Expansion of prime tools
- Expansion of subcontractor tools
- Small, Minority, Women-Owned Business Enterprise (S/M/WBE) ability to self-perform contracts

Mr. Sindon stated that the SBEDA Program applied to solicitations over \$50,000 with certain exceptions and Funding/Developer Agreements over \$50,000. He noted that solicitations were divided into different industries and SBEDA Program Staff would determine if there were any SBEDA Program eligible businesses to apply for the solicitation. He stated that said businesses must be certified by the South Central Texas Regional Certification Agency (SCTRCA) as a S/M/WBE and have a headquarters or significant presence in the San Antonio Metropolitan Statistical Area (SAMSAs) for at least one year with 20% of their employees working at the business in SAMSAs. He reviewed the SBEDA Program process and noted that \$223 million was paid to 519 S/M/WBEs, representing 53% of the City's contractual spending on contracts in which the SBEDA Program applied. He provided a summary of the S/M/WBE, prime contractor, and subcontractor utilization for Fiscal Year (FY) 2018 and the SBEDA M/WBE utilization progress since 2011. He noted that the Small Business Advocacy Committee (SBAC) consisted of 11 members appointed to two-year terms by City Council. He stated that said Committee served in an advisory capacity to the Economic Development Department, the City Manager, and City Council in reviewing the SBEDA Program and its outcomes. He noted that the City partnered with the Alamo Colleges to establish a Mentor Protégé Program. He stated that said program begins with a series of classes to assist S/M/WBEs in writing a business plan, understand financials, learn how to market, etc. He noted that S/M/WBEs are partnered with mentors for a two-year period to learn best business practices.



Councilmember Perry requested the Federal and State Benchmarks or targets and comparisons with other Texas Cities. Mr. Sindon stated that he would provide that information.

No action was required for Item 3.

### **Adjourn**

There being no further discussion, the meeting was adjourned at 3:50 p.m.

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Rebecca Viagran, Chairperson

Respectfully Submitted,

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Denice F. Trevino



# City of San Antonio

## Agenda Memorandum

**File Number:**19-1911

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**Agenda Item Number:** 2.

**Agenda Date:** 2/12/2019

**In Control:** Economic and Workforce Development Committee

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**DEPARTMENT:** Economic Development

**DEPARTMENT HEAD:** Rene Dominguez

**COUNCIL DISTRICTS IMPACTED:** City-wide

**SUBJECT:** Update from Tech Bloc's Chief Technology Recruitment Officer (CTRO) Update

### SUMMARY:

Tech Bloc's Chief Talent Recruitment Officer (CTRO) is a unique initiative that provides a resource to both IT businesses and individuals looking for IT jobs by providing a single point of contact and coordination for workers, employers, and educators. Funds for this initiative have already been approved and appropriated. This presentation will provide the framework and initial plan by the recently hired CTRO, Dax Moreno.

### BACKGROUND:

The IT industry in San Antonio is one of the targeted industries for economic and workforce development. This industry provides good jobs and good career pathways for San Antonio residents. To maintain the growth of the IT industry, it is important to understand what the industry needs. One of these needs, communicated through Tech Bloc, is the need to improve the recruitment cycle locally in the IT industry.

There are approximately 1,000 IT-related companies/institutions employing close to 35,000 IT workers in San Antonio. Large employers such as USAA and Rackspace have dedicated talent recruitment and hiring professionals on staff. However, the great majority of small-to-mid-sized technology companies lack access to these types of professional recruitment resources, relying instead on personal/professional networks, job boards, and/or expensive, one-off headhunter type services. Meanwhile, regional IT workers or those interested in access to IT-related career fields lack a central location for job listings, placement services, and/or training and scholarship opportunities. The internet is an inefficient or un-optimized labor education, recruitment and placement market in San Antonio.

To create a healthy ecosystem for IT talent, San Antonio will need to grow its current labor market through training and recruitment, while fostering more efficient systems to facilitate job matches for often highly specialized technology workers. Tech Bloc has organized to support and fund a Chief Talent and Recruitment Officer (CTRO) and are partnering with the City of San Antonio and Bexar County for seed funding to launch the program. This partnership aligns with recent efforts with SA Works to interact directly with industry.

A central clearinghouse for recruitment, training guidance and job placement will be led by the CTRO. The CTRO has been hired by Tech Bloc, an IT industry collaborative. This qualified and experienced individual will serve as a professional recruiter for the local IT ecosystem, especially the many mid-to-small-sized tech companies across San Antonio who lack dedicated staff to perform this function and a point of coordination between the City of San Antonio, SA Works and other workforce intermediaries.

The CTRO will help unify and better empower the currently fractured and uncoordinated IT talent recruitment, training, job search, and hiring ecosystem across the San Antonio region. The CTRO's office and online community engagement assets will be a single-point-of-contact and coordination for 1) individuals seeking IT training and/or job placement, 2) employers searching for IT workers with general or highly-specific technical skills, and 3) industry efforts to recruit and retain more IT talent to San Antonio.

The CTRO will also be establishing a data management system and website to track key performance indicators such as businesses served and IT professionals placed as outlined in the agreement that will continue to be refined as more information is collected.

### **ISSUE:**

The CTRO initiative was approved and allocated during the budget process. This presentation serves to meet the terms of the agreement by introducing the hired CTRO and presenting the first phase of the execution plan to secure the first payment in the amount of \$75,000. A second payment of \$75,000 and will be issued upon launch of the job matching information system and submission of the final Key Performance Indicator (KPI) report.

### **RECOMMENDATION:**

This item is a staff briefing and requires no recommendation.



# City of San Antonio

## Agenda Memorandum

**File Number:**19-1909

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**Agenda Item Number:** 3.

**Agenda Date:** 2/12/2019

**In Control:** Economic and Workforce Development Committee

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**DEPARTMENT:** Economic Development

**DEPARTMENT HEAD:** Rene Dominguez

**COUNCIL DISTRICTS IMPACTED:** City-wide

**SUBJECT:** EWDC Briefing on City Initiatives for SXSW 2019

### SUMMARY:

Since 2016, the Economic Development Department (EDD) has partnered with various economic development, government, and nonprofit organizations to present San Antonio-themed programming at SXSW in Austin. In 2019, EDD is supporting a Tech Bloc-led presence through its Chief Talent Recruitment Officer (CTRO) at the SXSW Job Market to attract skilled workers for hard-to-fill technology positions. Additionally, EDD will be developing a full day of programming for international startups that will visit San Antonio before attending SXSW aimed at showcasing San Antonio as a soft landing spot.

### BACKGROUND:

The annual SXSW Music, Film, and Interactive Festival in Austin, TX attracts an audience with an interest in innovation, entrepreneurship, technology, arts, and culture. With 75,000 registered trade show visitors in 2018, the festival is a prime opportunity to showcase the many ways in which San Antonio is thriving.

From 2016-2018, the City supported different community organizations to facilitate a meaningful San Antonio-themed presence at SXSW with varying outcomes. Therefore, in preparation for SXSW 2018, EDD facilitated stakeholder meetings with representation from Tech Bloc, SAEDF, Visit SA, Bexar County, Geekdom, SA Chamber, and the Office of Innovation to gather feedback on past and future SXSW activations. The committee determined that a phased-in approach to a San Antonio presence at SXSW would be most effective.

In 2018, based on community feedback, the San Antonio initiative consisted of a booth at the SXSW Job Market, organized by Tech Bloc and supported by the City with \$19,113. During the 3-day job fair, Tech Bloc used numerous San Antonio ambassadors to meet with job seekers and convey San Antonio's unique culture, growing and dynamic economy and great quality of life. In addition, Tech Bloc collected resumes from attendees who expressed a willingness to move to San Antonio for the right job opportunity. 92% of these individuals had at least an undergraduate degree, and 69% were seeking web development positions which are considered hard-to-fill in San Antonio. The information of these individuals was shared with San Antonio companies looking to fill such positions.

In 2019, from March 10 to 13, Tech Bloc's CTRO will again spearhead the presence at the SXSW Job Market to recruit highly-skilled tech workers to San Antonio. EDD is supporting the effort with \$27,500 to cover Tech Bloc's expenses associated with an improved booth experience and meaningful post-event follow-up with identified candidates. The investment in the physical booth infrastructure is meant to help create a booth backdrop that can be used at other San Antonio centric events.

EDD's second initiative targets international startups visiting SXSW 2019. As the conference has steadily increased its global reputation and influence, many foreign trade and investment organizations now promote their countries' latest technologies and innovations at the SXSW Trade Show. In 2018, 27 countries had such presences, many of which included founders of high-potential startups.

As part of EDD's international relations, diplomatic engagement, and foreign direct investment (FDI) efforts, staff approached these international trade and investment organizations and pitched a one-day program in San Antonio March 8, tailored to international startups attending SXSW 2019. Staff is working with various community partners to organize a tailored program that showcases San Antonio as a soft landing spot for international technology companies where partners, mentors, partners, clients, and capital are more accessible than in other places. Approximately 30 international technology startups are expected to participate.

## **ISSUE:**

EDD is supporting Tech Bloc's 2019 SXSW Job Market Initiative with \$27,500 from the Economic Development Incentive Fund (EDIF), in line with the EDIF Guidelines which allow for the allocation of EDIF dollars for efforts that promote growth in the targeted industries, as well as targeted projects in support of entrepreneurial and workforce development.

## **RECOMMENDATION:**

This item for briefing purposes only. No Council action is required.



# City of San Antonio

## Agenda Memorandum

**File Number:**19-1914

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**Agenda Item Number:** 4.

**Agenda Date:** 2/12/2019

**In Control:** Economic and Workforce Development Committee

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**DEPARTMENT:** Economic Development

**DEPARTMENT HEAD:** Rene Dominguez

**COUNCIL DISTRICTS IMPACTED:** City-wide

**SUBJECT:** EWDC Briefing on International Activities for Fiscal Year 2019

### **SUMMARY:**

The City of San Antonio manages official relationships around the world, including 11 Sister Cities and two Friendship Cities. During the first quarter of Fiscal Year 2019, the Mayor and members of the City Council have participated in various international initiatives including trade and investment missions abroad. This presentation serves as a report-out on two recent trips, and as a preview of key initiatives in FY2019.

### **BACKGROUND:**

Prominent international engagement activities for the first quarter of Fiscal Year 2019 commenced with travel to the Jiangsu Province, China. From October 19-27, 2018, Councilman John Courage led a delegation to Shanghai, Nanjing, Wuxi, and Suzhou, China. The group attended the Sister Cities Exhibition in Nanjing, participated in the Sister Cities Forum in Wuxi, visited the UNESCO World Heritage Site in Suzhou, and engaged in educational and economic development meetings in the various cities.

From November 17-21, 2018, Mayor Ron Nirenberg and Councilwoman Rebecca Viagran led a trade mission to Japan's Mie and Aichi prefectures. The group visited the Toyota headquarters in Toyota City, met with economic development prospects, in Tokyo and Nagoya, and met with First Lady Mrs. Akie Abe to discuss Sister City activities.

These past efforts complement upcoming initiatives in FY19 including a high-level delegation from San Antonio's German Sister City, Darmstadt, which will visit San Antonio from February 23-28. Headed by Lord Mayor Jochen Partsch, the 30-member group includes a member of the German Bundestag (Parliament), the presidents of two major universities, the head of Darmstadt's utility provider, economic developers, cybersecurity experts, youth and cultural representatives, private sector leaders, and a retired astronaut.

Just one month later, San Antonio will be the host city for the inaugural Japan-Texas Leadership Symposium slated for March 27, 2019. The symposium will be curated by Sister Cities International in association with the Koyamada International Foundation, with the support of the Ministry of Foreign Affairs of Japan. This first of

its kind symposium is presented to enhance the longstanding bonds of friendship and collaboration between Japan and the U.S. at the subnational level, especially as it pertains to business, cultural, and community exchanges. The symposium's national chair is former Transportation Secretary Norm Mineta, and Councilwoman Viagran serves as the local chair.

From June 30-July 3, 2019, the San Antonio Hispanic Chamber of Commerce will facilitate a Mayor-led trade mission to Mexico City to explore a new economic Memorandum of Understanding and a Friendship City Agreement with Mexico City, and from October 25-November 3, 2019, IRO is planning a Mayor-led trade and cultural mission to San Antonio's Sister Cities in South Korea (Gwangju) and Japan (Kumamoto).

A follow-up report-out on these future initiatives will be provided later during the year.

**ISSUE:**

Throughout FY2019, EDD and the International Relations Office will continue their collaboration with the Brookings Global Cities Initiative and various local partners. This aligned effort will culminate in a new community-wide strategy for international engagement.

**RECOMMENDATION:**

This item is a staff briefing and requires no recommendation.



# City of San Antonio

## Agenda Memorandum

**File Number:**19-1912

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**Agenda Item Number:** 5.

**Agenda Date:** 2/12/2019

**In Control:** Economic and Workforce Development Committee

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**DEPARTMENT:** Economic Development

**DEPARTMENT HEAD:** Rene Dominguez

**COUNCIL DISTRICT(S) IMPACTED:** City-wide

**SUBJECT:** Inclusive Growth Administrative Policy Update: Economic Development Incentive Fund and EB-5 Policies

### **SUMMARY:**

This briefing will provide an overview of proposed administrative updates to the Economic Development Incentive Fund (EDIF) Guidelines and the criteria used to issue EB-5 Targeted Employment Area (TEA) designation letters. In consultation with the City Attorney's Office, the Economic Development Department (EDD) is making updates to these policies to create congruence with the forthcoming SA Tomorrow Regional Center Plans and the Inclusive Growth Area (IGA), adopted by City Council in December.

### **BACKGROUND:**

City Council creates economic development policy through the SA Tomorrow Comprehensive Plan and various authorizing ordinances, which are then carried out through investments in partnerships, development, and implementation of EDD's programs. EDD administers partnership agreements and a number of programs to achieve these established policy goals, such as the Recruitment/Retention program. To successfully secure companies and grow jobs and investment in San Antonio, a variety of incentive tools are utilized to offer an incentive proposal to a prospective company within the parameters of City Council-approved guidelines. Each resulting incentive package is brought forth for individual City Council consideration.

#### *Inclusive Growth*

On December 14, 2018, City Council adopted the 2019-2020 Tax Abatement Guidelines, which went into effect January 1, 2019. The new guidelines include a number of updates focused on inclusive growth emphasizing integration of workforce development investments for targeted populations that apply to a broader scope of employers. A segment of the target populations was determined by the creation of the Inclusive Growth Area (IGA), which is composed of zip codes exhibiting high rates of the population living below the poverty line. The IGA is made up of three tiers: Tier I is where poverty is 20% or greater, Tier II is 30% or greater, and Tier III is 40% or greater (Tier I encompasses both II and III, and Tier II encompasses Tier III). A project where a company invests in the IGA is eligible for longer tax abatement terms. The IGA also provides a geographic



range of prioritization for outreach and investment for workforce development programs.

#### *Economic Development Incentive Fund*

The Economic Development Incentive Fund (EDIF) is a performance-based grant fund allocated by City Council each fiscal year. This deal-closing fund is generally used to secure commitments for high-wage (over \$50,000) and premium wage (over \$70,000) job commitments from prospective companies.

Both the EDIF and Tax Abatement Guidelines previously referred to the Inner City Reinvestment Infill Policy (ICRIP) as the target geography triggering additional incentive consideration. With the recent elimination of the ICRIP geography and adoption of the IGA in the Tax Abatement Guidelines, the EDIF Guidelines will be updated to reflect a focus on the IGA.

#### *EB-5*

EDD also processes TEA Designation Letters on behalf of the Mayor's Office that are necessary for EB-5 investment deals. The EB-5 Immigrant Investor Program encourages foreign investment in U.S. businesses. In exchange for investing in a business that creates jobs for U.S. workers, foreign nationals and their families are eligible to become permanent residents of the United States through this program. The minimum investment threshold of \$1M is reduced to \$500,000 if the project is located within a TEA. A TEA can be either an individual census tract/block group or a set of contiguous census tracts/block groups with an average unemployment rate of 150% of the national unemployment rate.

Based on the authorizing Federal legislation, state government may designate a geographic or political subdivision within its boundaries as a TEA based on high unemployment. Before the state may make such a designation, an official of the state must notify United States Citizenship and Immigration Services of the agency, board, or other appropriate governmental body of the state that will be delegated the authority to certify that the geographic or political subdivision is a high unemployment area. In 2011, former Texas Governor Rick Perry delegated TEA designation authority to Mayors of Texas cities or towns with a population of at least 20,000 or which lie within a metropolitan statistical area.

EDD has processed TEA Letter requests on a project-by-project basis through each Mayoral administration in response to this delegated authority. EDD has developed a set of administrative procedures to process TEA Letter requests for release on February 28, 2019. The procedures state preferred methods of averaging census tracts to focus on encouraging EB-5 investment in affordable housing, SA Tomorrow Regional Centers, and Opportunity Zones. The procedures also provide consistency regarding City-support for projects creating new impervious cover over the Edwards Aquifer Recharge or Contributing Zones and Projects encroaching on military operations as defined in the SA Tomorrow Comprehensive Plan, JLUS reports, or the City's Annexation Program.

#### **ISSUE:**

Staff will release administrative updates to the EDIF and TEA Letter Request Process effective February 28, 2019. The first will align the Tax Abatement and EDIF incentive programs in relation to the IGA as the target geography for project investment. The second formalizes the process by which EDD staff will process TEA letter requests through the Mayor's Office. These updates are administrative and do not require Council Action.

#### **RECOMMENDATIONS:**

This item is a staff briefing and requires no further action.

**City of San Antonio**  
**Economic Development Incentive Fund (EDIF) Guidelines**  
**(Approved by City Council June 16, 2016, as updated February 15, 2019)**

**Section 1. Background:**

Since FY 2009, the San Antonio City Council has appropriated funding in the City's General Fund Budget for the sustainment of an Economic Development Incentive Fund ("EDIF"). The primary purpose of the EDIF is to make funds available for financial incentives in the form of economic development grants and/or loans (in accordance with Chapter 380 of the Local Government Code) to companies seeking to create or retain jobs and invest in San Antonio. The EDIF is also available to support initiatives and programs that help achieve the goals outlined in the community's *Forefront SA* economic development strategic plan and the City's *SA Tomorrow Comprehensive Plan*. The emphasis of the EDIF is on securing high-wage jobs and quality investment in Targeted Industries.

The City's *SA Tomorrow Comprehensive Plan* lays out specific, long-term goals to address key economic challenges in the areas of economic geography and diversity, workforce development, and business attraction and retention. The plan also stresses the role of the City's Targeted Industries, cultural and creative industries, and the need to nurture and support entrepreneurial development and innovation. *SA Tomorrow* and *Forefront SA* articulate related goals of increasing household income in San Antonio through increase in targeted industry employment and both stress the central role of innovation, entrepreneurship, and startups and provide a roadmap for improving the performance of the San Antonio economy over the course of the next five years.

**Section 2. Eligibility:**

2.1. The following project and program categories are eligible for consideration for EDIF assistance:

- a) The attraction and recruitment of companies, domestic and international, that plan to create jobs and investment in Targeted Industries, including corporate headquarters.
- b) The retention and/or expansion of local companies, including corporate headquarters, that are considering relocating and/or expanding outside of San Antonio.
- c) Promote development and investment at and around former military bases (Port San Antonio and Brooks City-Base), in distressed areas, as defined in the Inclusive Growth Area (IGA, defined below, See **Appendix A**) with an emphasis on downtown investment and job creation, and within State Enterprise Zone census tract areas.
- d) Promote targeted development and investment in Regional Centers as defined by the *SA Tomorrow Comprehensive Plan* and for which City Council has approved specific industry and development plans.
- e) Programs creating a scale increase (e.g. doubling) outcomes in research, innovation, start-ups, or entrepreneurial development, leading to commercialization of new technologies, products, or services in the City's Targeted Industries by 2020, where applicants demonstrate a track record of outcomes for no less than two years and matching dollars which must include private sector support.

- f) Training, recruitment, retention and development of a skilled workforce to support growth in the Targeted Industries and in the Creative Industries.
- g) Infrastructure, facilities, and equipment to support growth in the Targeted Industries.
- h) Events, marketing, sponsorships, industry groups, legislative programs, and other initiatives that help grow and/or promote the Targeted Industries.
- i) Projects, programs or initiatives in the Creative Industries that directly create or retain jobs or support the creation or retention of jobs in the Targeted Industries.

### **Section 3. Definitions:**

Corporate Headquarters: The company's principal and legal location for its corporate headquarters will be in San Antonio.

Creative Industries: Those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property. The Creative Industries sectors primarily include advertising, architecture, arts and crafts, design, film and video, interactive leisure software, music, the performing arts, publishing, software and computer games, and television and radio.

Inclusive Growth Area (IGA): City Council adopted the Inclusive Growth Area on December 13, 2018 as the focus for targeted investment, and for sourcing of job candidates and job training candidates. This area includes Tier I, Tier II and Tier III, Brooks City-Base, Port San Antonio and each of the City's designated Regional Centers, as adopted in the SA Tomorrow Comprehensive Plan (see **Appendix A**).

High-Wage Jobs: Jobs for which earnings are above the county average weekly wage (average for the most recent four quarters) as reported quarterly by the Bureau of Labor Statistics (as of 2018, is \$49,166).

Call Centers: Outbound and third party contract call centers whose primary business operations are servicing contract(s) to make outbound calls for the purpose of selling goods or services directly to consumers on behalf of a third party.

Retail Businesses: Businesses that primarily provide goods and services directly to consumers and compete with other like businesses in the community.

San Antonio for Growth on the Eastside (SAGE): San Antonio for Growth on the Eastside (SAGE) is a non-profit organization that serves as a growth engine for San Antonio's Eastside by promoting, renewing, and empowering the economic and cultural vitality of the Eastside area.

Westside Development Corporation (WDC): The Westside Development Corporation (WDC) is a local government corporation created by the City to foster economic development, promote the development and redevelopment of real estate within its target area, create viable urban communities, and preserve the character, culture and history of the Westside.

**Targeted Industries:** Those industries identified and defined in the City's Tax Abatement Guidelines as having the most potential for growing the economy and providing good jobs for the citizens of San Antonio. These industries include:

Aerospace & Advanced Manufacturing  
Bioscience/Healthcare  
IT & Cybersecurity  
Energy

#### **Section 4. Determination of Amount of EDIF Assistance:**

The amount of EDIF assistance for a business recruitment or retention/expansion project will be based on a determination of need for financial incentives from the City to ensure the attraction, retention and/or expansion of the eligible company or program. Staff will also conduct a fiscal benefit analysis on each such project and evaluate the total benefits from all financial incentive programs the City might offer for the project. The amount of EDIF assistance offered to other eligible projects, programs, and initiatives will be evaluated and determined based on the individual merits of each request in accordance with the principles set forth herein.

#### **Section 5. Wage and Benefit Requirements:**

When EDIF assistance is offered to an eligible job recruitment or retention/expansion project or program, that project must, at a minimum, meet the following requirements:

- a) **Living Hourly Wage Requirement:** In order to be eligible for an EDIF grant, one hundred percent (100%) of the company's new and existing employees ***at the project location*** must earn no less than a "living wage" throughout the full term of the EDIF Grant Agreement. This wage is based on the poverty level for a family of four, as determined annually (January) by the U.S. Department of Health and Human Services (HHS). As of January 13, 2018, the living wage requirement is \$12.67 per hour.
- b) **All Industries Median Hourly Wage Requirement:** In addition to the "Living Wage" requirement, after one year of initiating full operations at the project location, but not more than two years after execution of the EDIF Grant Agreement with the City, at least seventy percent (70%) of all new and existing employees at the project location, with at least one year of full employment with the company at the project location, must earn a cash wage at or exceeding the annual San Antonio Metropolitan Statistical Area (MSA) Median Hourly Wage for All Industries (Companies) for the most recent year available. This wage is compiled by the Bureau of Labor Statistics (BLS) Occupational Employment Survey and published annually by the Texas Workforce Commission (TWC). This wage is updated annually, and for 2018 the current applicable wage is \$16.65 per hour.
- c) **State of Texas High-Wage Job Threshold:** Additional consideration associated with the EDIF Grant Agreement and/or percentage will be provided based on the proportional number of jobs that meet the State of Texas High-Wage Job Threshold which also provides access to the Texas Enterprise Fund (TEF) and/or a State Enterprise Project designation. This wage is compiled by the Bureau of Labor Statistics (BLS) Occupational Employment Survey and published annually by the Texas Workforce Commission (TWC). This wage is updated

quarterly, and for 2018, the current applicable wage is \$23.64 per hour or \$49,166 annually based on 2,080 straight hours

- d) The company must provide each full-time person employed at the project location and his or her dependents with access to a health insurance program (at least meeting the minimum requirements of a Qualified Health Plan as defined in the Affordable Health Care Act) within one year from date of employment similar to those benefits offered to all employees.

## **Section 6. Use of EDIF Funds:**

6.1. The EDIF may be used in combination with other incentive tools and programs in the development of a proposed incentive package for a specific project that will attract, retain and/or expand jobs in a targeted industry. The EDIF may also be used for projects, programs, and initiatives that promote entrepreneurial development, spur innovation, facilitate the commercialization of local technology and intellectual property, grow startup companies in Targeted Industries, and support workforce development initiatives.

6.2. Projects, programs, and initiatives must demonstrate that EDIF assistance is essential to the City's ability to compete favorably with other cities to attract a targeted project that create new jobs, to retain jobs that may relocate elsewhere, to assist in the expansion of jobs by a local company, or to develop programs or projects for entrepreneurial development or the Creative Industries that would not otherwise occur in San Antonio.

6.3 Approved EDIF funds may be used for the following expenditures:

- a) Public improvements associated with the project;
- b) Training programs and other initiatives to develop and sustain a skilled workforce for the Targeted Industries and the Creative Industries;
- c) Real and personal property acquisition and site development;
- d) Company relocation expenses for moving operations to San Antonio;
- e) Facility construction and/or real property improvements;
- f) Studies or planning that promote growth in the Targeted Industries;
- g) Grants or loans to the San Antonio Economic Development Corporation and the San Antonio Economic Development Foundation;
- h) Utility infrastructure costs for eligible projects not totally funded by CPS Energy and SAWS;
- i) Grants or loans to community partners, such as the WDC, SAGE, and others;
- j) Restoration or adaptive reuse of existing structures associated with a project retaining and/or creating jobs, including existing structures over the Edwards Recharge Zone or Contributing Zone;

- k) Entrepreneurial development programs and initiatives in the Targeted Industries subject to Section 2.1(e.);
- l) Third party due diligence, evaluation, and financial analysis of eligible projects; and/or
- m) Marketing, events, sponsorships, trade shows, and trade missions in support for entrepreneurial development and Targeted Industries and support for industry advocacy groups.

## **Section 7. Ineligible and Restricted Areas or Uses:**

The following types of projects or uses are not eligible for EDIF funding assistance:

- a. Projects involving new construction over the Edwards Recharge or Contributing Zone that will result in additional impervious cover at the project site.
- b. Retail businesses and call centers. However, staff may consider such projects in the IGA on a case-by-case basis.
- c. Hotels and motels.
- d. Projects that will negatively impact military missions and/or installations.
- e. Job creation and retention projects that do not meet the wage requirements.

## **Section 8. Authorization for Use:**

The City Manager is authorized to offer EDIF funds for recruitment and retention/expansion projects and programs meeting the eligibility requirements and make recommendations to City Council. All agreements for the use of funds from the EDIF must receive City Council approval, except professional services agreements under \$50,000, which the City Manager may approve, as authorized under the City's Administrative Directive 1.6 Purchasing Procedures. Staff will first advise the City Council Economic and Human Development Committee before entering into any such agreements involving studies and/or programs related to policy issues.

## **Section 9. Amount of EDIF Incentive per Project or Program:**

9.1 Grant Funding: The amount of incentive for a job creation and/or retention project will be based on the amount of capital investment, location of the project, job creation/retention, average annual salary, entrepreneurial nature of the project or program, type of industry and other factors. Grant payments will be disbursed based on terms negotiated with the recipient. Generally, payments will not be made until the project receives a Certificate of Occupancy, lease commencement, and/or based on entrepreneurial startup costs, and/or job creation milestones.

9.2 Loan Funding: Loans for projects are encouraged, and the total amount of an EDIF loan for any one project will generally be limited to the amount of new taxes generated by the proposed development over a five-year period up to \$1.0 million for projects locating in the IGA and up to \$500,000 for projects locating outside the IGA. The terms of any loan will generally include an interest rate based on City's average rate of return at the time of the loan (as determined by the

Finance Department) or a rate separately negotiated. Normally, loan payments will not be disbursed until the issuance of a Certificate of Occupancy, unless otherwise negotiated. A loan repayment schedule with interest will be negotiated separately for each project or program and incorporated into a Loan Agreement. If possible, the City will secure the loan with some form or reasonable collateral and/or personal guarantee. All loan repayments and interest will be deposited back into the EDIF.

9.3 Staff will use the following table as a general guide in determining the amount of potential grant to recommend for a business recruitment project creating new jobs. Staff may individually consider projects involving startup companies and the retention/expansion of local jobs and negotiate an appropriate grant amount to recommend to City Council. In considering EDIF requests from local companies to retain and expand jobs, staff will evaluate the fiscal and economic impact of the project, the threat of losing jobs to another community, the location of the jobs in San Antonio, the level of new investment proposed, the type of industry, and the competition for these jobs in other communities.

<b>Any Location in the City Limits</b>	<b>Within Inclusive Growth Area</b>	<b>Corporate Headquarters (Any Location)</b>
Up to 1.0% of Investment And/Or Up to \$3,000 per job	Up to 1.5% of Investment And/Or Up to \$5,000 per job	Up to 1.5% of Investment And/Or Up to \$10,000 per job

9.4 In determining the amount of any grant to offer a qualifying project, staff will consider and give additional weight to projects with a significant number of jobs paying annual wages exceeding the Bexar County average weekly wage, jobs in one of the Targeted Industries, programs designed to encourage and promote entrepreneurial development in the Targeted Industries, and those projects that intend to apply and receive any level of certification under the Leadership in Energy and Environmental Design for all or part of a project.

## **Section 10. Recapture Provisions:**

EDIF Agreements for business recruitment and retention/expansion projects will include a provision for the recapture of City EDIF financial incentives (e.g. grants and loans) in the event Agreement terms and requirements are not met. These recapture provisions will survive any subsequent assignment of the Agreement and will generally run up to five years beyond the final disbursement of any EDIF funds or the end of the specified job creation term.

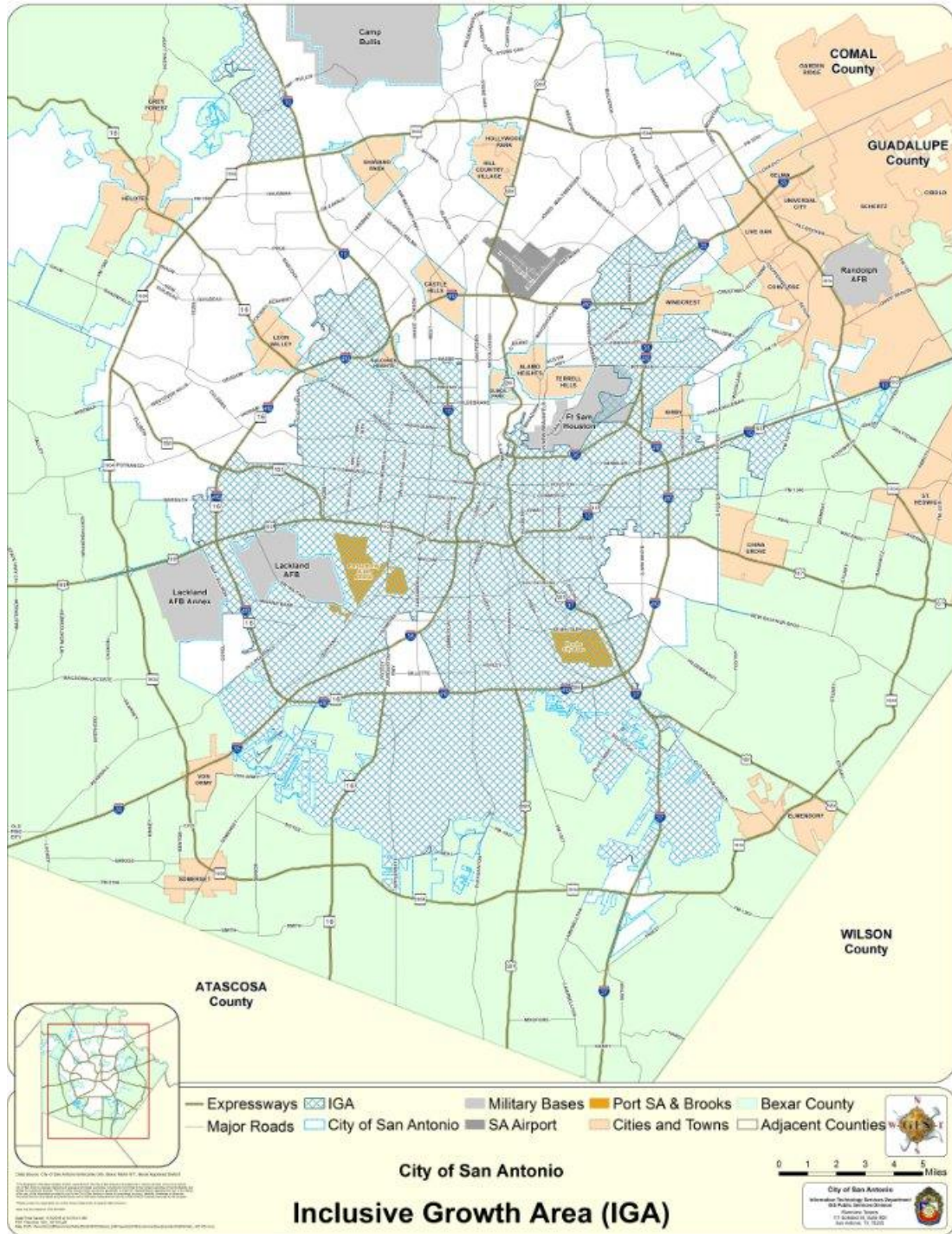
## **Section 11. Administration of the EDIF:**

The Economic Development Department will administer the EDIF program and coordinate with other City Departments, such as the Center City Development & Operations Department, Office of Military Affairs, and Finance Department.





## Appendix A – Inclusive Growth Area



**Ann Eaton (CMO)**

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**From:** Ann Eaton (CMO)  
**Sent:** Friday, March 1, 2019 3:49 PM  
**To:** Mayor and Council  
**Cc:** Executive Leadership Team; Rene Dominguez (EDD); Jessica Harris (EDD); Michael Sindon (EDD); Sarah Esserlieu (EDD); Denice Trevino (OCC); Deborah Hosey (City Council); Mayor and Council Support; Jhair Rincon (CMO); 'Jenna Saucedo-Herrera'  
**Subject:** Economic and Workforce Development Committee Meeting - Tuesday, February 12th at 11:30am  
**Attachments:** EWDC Agenda Packet March 2019.pdf

Mayor and Council:

The Economic and Workforce Development Committee meeting is scheduled for **Tuesday, March 5, 2019 in the Municipal Plaza B Room at 1:30 pm**. The agenda is included below, and the agenda packet is attached and may be accessed at the following site:

<https://sanantonio.legistar.com/Calendar.aspx>

**The agenda consists of the following:**

1. Approval of the minutes from the meeting on February 12, 2019.

**Briefing and Possible Action on**

2. Briefing on the 2019 Scope of Service for the San Antonio Economic Development Foundation, the 2019 Forefront San Antonio Business Plan.
3. Briefing on the DoSeum Special Exhibits by Dr. Richard Kissel, Vice President of Education.

Please let me know if you have any questions.

Best regards,

Ann Eaton  
O: 210-207-5171

# City of San Antonio



## AGENDA

### Economic and Workforce Development Committee

City Hall Complex  
San Antonio, Texas 78205

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**Tuesday, March 5, 2019**

**1:30 PM**

**Municipal Plaza Building**

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A MEETING OF THE CITY COUNCIL ECONOMIC AND WORKFORCE DEVELOPMENT COMMITTEE WILL BE HELD IN THE "B" ROOM, MUNICIPAL PLAZA BUILDING, 105 MAIN PLAZA, SAN ANTONIO, TEXAS 78205 AT THE ABOVE REFERENCED DATE AND TIME, TO CONSIDER THE FOLLOWING MATTERS:

1. Approval of the minutes from the Economic and Workforce Development Committee on February 12, 2019

#### **Briefing and Possible Action on**

2. A briefing on the 2019 Scope of Services for the San Antonio Economic Development Foundation, the 2019 Forefront San Antonio Business Plan. [Carlos Contreras, Assistant City Manager; Rene Dominguez, Director, Economic Development]
3. A briefing on the DoSeum Special Exhibits by Dr. Richard Kissel, Vice President of Education. [Carlos Contreras, Assistant City Manager; Rene Dominguez, Director, Economic Development]

At any time during the meeting, the Economic and Workforce Development Committee may recess into Executive Session in accordance with the Texas Open Meetings Act to discuss the following: Consultation with Attorney under Texas Government Code Section 551.071, and/or Personnel Matters under Texas Government Code Section 551.074.

#### **Adjourn**

#### **DISABILITY ACCESS STATEMENT**

**CITY HALL, 100 Military Plaza, is wheelchair accessible. Accessible entry ramp on west side of building. Accessible visitor parking on north side of building. Auxiliary aids and services, including Deaf interpreters, must be requested forty-eight [48] hours prior to the meeting. For assistance, call (210) 207-7268 or 711 Texas Relay Service for the Deaf.**

**Economic and Workforce Development Council Committee Members**

**Rebecca Viagran, Dist. 3, Chair**

**Shirley Gonzales, Dist. 5 | Manny Peláez, Dist. 8**

**John Courage, Dist. 9 | Clayton Perry, Dist. 10**

**\* Other members of City Council may attend to observe, but not vote, on matters before the Committee.**

**ECONOMIC AND WORKFORCE DEVELOPMENT  
COUNCIL COMMITTEE MEETING MINUTES  
TUESDAY, FEBRUARY 12, 2019  
11:30 AM  
MUNICIPAL PLAZA BUILDING, B ROOM**

<b>Members Present:</b>	Councilmember Rebecca Viagran, <i>Chair, District 3</i> Councilmember Shirley Gonzales, <i>District 5</i> Councilmember Manny Pelaez, <i>District 8</i> Councilmember John Courage, <i>District 9</i>
<b>Members Absent:</b>	Councilmember Clayton Perry, <i>District 10</i>
<b>Staff Present:</b>	Carlos Contreras, <i>Assistant City Manager</i> ; Rene Dominguez, <i>Director, Economic Development Department</i> ; Adrian Perez, <i>Policy Administrator, Economic Development Department</i> ; Alex Lopez, <i>Chief Equity Officer, Office of Equity</i> ; Shahrzad Dowlatshahi, <i>Chief Diplomacy and Protocol Officer, Economic Development Department</i> ; Victoria Gonzalez, <i>Senior Policy Advisor, Mayor's Office</i> ; Denice F. Trevino, <i>Office of the City Clerk</i>
<b>Others Present:</b>	Dax Moreno, <i>Chief Talent and Recruiting Officer, Tech Bloc</i> ; David Heard, <i>Chief Executive Officer, Tech Bloc</i>

**Call to Order**

Chairperson Viagran called the meeting to order.

**1. Approval of the Minutes from the Economic and Workforce Development  
Committee Meeting on January 8, 2019**

Councilmember Courage moved to approve the Minutes of the January 8, 2019 Economic and Workforce Development Council Committee Meeting. Councilmember Pelaez seconded the motion. The motion carried unanimously by those present.

**Briefing and Possible Action on:**

**2. Briefing and Update from Tech Bloc's Chief Technology & Recruitment Officer.**  
[Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director,  
Economic Development]

Dax Moreno reviewed the following guiding principles for the Chief Technology and Recruitment Officer (CTRO) Program:

- Serve the local Information Technology (IT) talent ecosystem
- Establish partnerships with IT training programs and organizations
- Create online platform for engagement with IT community
- Develop self-sustaining business model for CTRO Program

- Provide data and reporting on CTRO program and impact

Mr. Moreno stated that the CTRO Program would communicate with the following:

- Talent/workforce development
- Employers
- Economic development

He reviewed the following key performance indicators over the 24-month program:

- Serve at least 50 local IT businesses
- Serve at least 100 IT professionals
- Conduct 2 local IT job fair events
- Secure 3 corporate sponsorships
- # of non-local IT professionals in candidate database
- # of non-local IT professionals placed in local IT roles
- # of new IT professionals referred into local training programs

Mr. Moreno reviewed accomplishments of the program to date and provided the following 2019 Budget overview:

- Phase 1 - \$75,000
  - Hire and manage CTRO
  - CTRO partner with SA Works
  - Develop CTRO plan to include:
    - ❖ Metrics including but not limited to:
      - Serving at least 50 local IT businesses
      - Serving at least 100 IT professionals
- Phase 2 - \$75,000
  - Web portal/data management system launch to include:
    - ❖ Cloud and local storage of IT candidates
    - ❖ Employee and employer access
    - ❖ Data search and API exchange
    - ❖ Reporting

Mr. Moreno stated that the program is targeting to be self-funded by the end of 24 months by looking to corporate sponsorships and revenue opportunities.

Mr. Dominguez stated that Bexar County was providing seed funding of \$150,000 for the program.

Chairwoman Viagran asked of the description of local IT companies. Mr. Moreno replied that local IT companies referred to would be small to mid-size businesses. Chairwoman Viagran asked of the role of Colleges and Universities in the program. Mr. Moreno stated that outreach had been accomplished with the University of Texas at San Antonio (UTSA), Trinity University, and St. Mary's University.

Councilmember Courage suggested that Tech Bloc involve members in making financial contributions to the program.

Councilmember Pelaez challenged the program to exceed the key performance indicators established.

No action was required for Item 2.

**3. Briefing on City Initiatives for 2019 SXSW.** [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]

Rene Dominguez stated that South by Southwest (SXSW) was the world's largest technology and creative conference. He noted that it was a showcase of music, film, and the latest technology trends. He stated that there were 432,500 participants in 2018, of which 86% held a Bachelor's Degree or higher. He noted that SXSW would be held on March 8-16, 2019. He reviewed the City's presence at SXSW in 2016, 2017, and 2018. He noted that the City's presence at SXSW last year focused on the job market.

David Heard stated that Tech Bloc was a trade association for technology and had existed for three years. He noted that members paid dues which were utilized for projects. He stated that the San Antonio Economic Development Foundation (SAEDF) led a combined branding effort with the Chambers of Commerce which resulted in "San Antonio, Real and Ready". He noted the following exposures in 2018:

- ❖ 13,000-SXSW job market 2-day attendance
- ❖ 63-SXSW job market spaces
- ❖ 432-global attendance on SXSW interactive

Mr. Heard stated that other cities and corporations had exhibits at SXSW and noted that in each budget year; more infrastructure for the City of San Antonio was added. He stated that the presence of the City included an interactive questionnaire and this resulted in 220 total leads. He spoke of the demographics of participants and noted that 51 companies were represented at SXSW at the City's booth.

Rene Dominguez stated that in 2019, the following events would be held:

❖ Job market (TechBloc-CTRO)

- March 10-13, 2019

- San Antonio Ambassadors pitch quality of life and economic opportunities to job seekers
- Focus on hard to fill technology jobs

❖ Hosting of 30 international start-ups

- Rackspace: Tour and panel with successful San Antonio founders
- Pearl: Lunch and barge ride to downtown
- Geekdom: Pitch event in collaboration with Alamo Angels

Chairwoman Viagran stated that the City's presence at SXSW was critical to the job market.

Councilmember Gonzales spoke of taking a regional approach regarding economic development. Mr. Dominguez stated that a regional approach has been taken.

Councilmember Courage asked of the amount that the City would contribute to the booth this year. Mr. Dominguez stated that the City would contribute \$27,500 to the booth this year. Councilmember Courage noted that he would approve of investing more in the booth.

No action was required for Item 3.

**4. Briefing on FY 2019 International Activities.** [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]

Mr. Dominguez stated that the San Antonio Trade and Investment Strategy included the following tactics:

- Export growth and foreign direct investment attraction (Inbound/Outbound trade mission relations)
- Promotion (International Business Forum, International Startup Day)
- Policy (United States-Mexico-Canada Agreement-USMCA)

He noted that the goal of said strategy was to establish San Antonio as a leading location for developing and attracting globally competitive businesses through targeted trade and investment strategies.

Shahrzad Dowlathahi stated that in October 2018, Councilmember Courage led a delegation to China in response to an invitation from the City of Wuxi, one of our Sister Cities. She noted that Wuxi was located in the Jiangsu Province of China, west of Shanghai. She stated that the delegation visited Shanghai, Nanjing, Wuxi, and Suzhou which have the highest Gross Domestic Product (GDP) in China. She noted that representatives from the San Antonio River Authority (SARA) and the China Policy Center of the University of Texas at Austin were also included in the delegation. She stated that the delegation visited Shanghai and had briefings from the Consulate. She noted that the delegation met with officials of the Nanjing Water Authority and welcomed Sister City Delegates from across the globe in Nanjing. She stated that the delegation attended the 9<sup>th</sup> Annual Wuxi International Sister Cities Forum in Wuxi. She noted that Steven



Schauer, Director of Government and Public Affairs for SARA, presented on the San Antonio River at the forum. She stated that the delegation visited Wuxi AppTec and the Wuxi Jinqiao Bilingual Experimental School. She noted that the delegation visited the World Heritage Site in Suzhou and an industrial park. She stated that Mayor Nirenberg and Councilmember Viagran led a delegation to Japan to include a meeting with Keidanren, a meeting with the Governor of Aichi Prefecture, a meeting with Toyota Executives, a tour of the Toyota-Kaikan Museum, and a visit to the Tsutsumi Plant on the Toyota Headquarter grounds. She noted that the delegation met with Governor Suzuki of the Mie Prefecture where discussions were held on innovation technology, economic collaboration, and cybersecurity. She reviewed the following upcoming events:

- Darmstadt delegation visit (February 21-28, 2019)
- Japan-Texas Leadership Symposium (March 27, 2019)
- Trade mission to Mexico (June-July 2019)
- Trade and cultural mission to South Korea and Japan (October 25-November 3, 2019)

Mr. Dominguez reviewed a map of target countries and prioritized metros. He stated that a follow up report on future initiatives would be provided later in the year.

Councilmember Pelaez suggested that staff consider visiting countries in Central and South America.

No action was required for Item 4.

#### **PULLED FROM THE AGENDA**

#### **5. Briefing and Update on the Inclusive Growth Administrative Policy: Economic Development Incentive Fund and EB-5 Policies.** [Carlos J. Contreras III, Assistant City Manager; Rene Dominguez, Director, Economic Development]

Item 5 was pulled from the agenda and not addressed.

#### **Adjourn**

There being no further discussion, the meeting was adjourned at 1:07 p.m.

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Rebecca Viagran, Chairperson

Respectfully Submitted,

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Denice F. Trevino



# City of San Antonio

## Agenda Memorandum

**File Number:**19-2333

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**Agenda Item Number:** 2.

**Agenda Date:** 3/5/2019

**In Control:** Economic and Workforce Development Committee

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**DEPARTMENT:** Economic Development

**DEPARTMENT HEAD:** Rene Dominguez

**COUNCIL DISTRICTS IMPACTED:** City-wide

**SUBJECT:** City Council consideration of the 2019 Scope of Services for the San Antonio Economic Development Foundation-the 2019 Forefront San Antonio Business Plan.

### SUMMARY:

This is a briefing by the San Antonio Economic Development Foundation (SAEDF) and City of San Antonio Economic Development Department on the 2019 Forefront San Antonio Business Plan.

### BACKGROUND INFORMATION:

Policy decisions by the City's EDD are largely driven by the Jobs and Economic Competitiveness section of the City's *SA Tomorrow Comprehensive Plan*. The department partners with local organizations and administers incentive programs to carry out the goals of *SA Tomorrow* in the areas of global target industry recruitment, industry retention and expansion, and entrepreneurial and workforce development. The SAEDF Economic Development Services Agreement was developed between the City and the San Antonio Economic Development Foundation (SAEDF) in an effort to secure 21st-century jobs that pay high wages through leveraging existing competitive advantages, and by creating public/private alignment towards this long-term goal.

The partnership between EDD and SAEDF is based on recommendations of the 2009 Mayor's Corporate Retention and Recruitment Committee, which consisted of business and community members, and that called for the development of a strategic plan, a process for coordination and collaboration to include a business retention and expansion (BRE) program, and improved resource utilization. In 2015, a private sector subcommittee evaluated the five-year partnership between the City and SAEDF for years 2010-2015. The committee confirmed the continuation of the partnership as an effective model and provided formal recommendations to the Council subcommittee, then called the Economic and Human Development Subcommittee (EHDC).

The results of the private sector committee recommendations led to the development of *Forefront SA Action Plan (Forefront SA)*, the strategic plan for economic development. *Forefront SA* is the SAEDF-led 5-year economic development action plan through 2020. It is aligned through the adoption of an annual Business Plan administered by EDD and appropriated in the adequate fiscal year adopted budget.

In 2018, SAEDF worked on 18 projects, creating a total of 4,120 jobs (1,106 Target Industry jobs and 2,244 high-wage jobs) and \$164.9M in new capital investment. Additionally, SAEDF visited 70 companies for business retention and expansion efforts, added \$150K in Foreign Direct Investment, and embarked on 4 international trade missions.

## **ISSUE:**

In 2018, SAEDF enhanced its governance and staffing structure through the integration of SA Works and the Free Trade Alliance. This integration allowed for SAEDF to comprehensively plan, develop and execute strategies in partnership with private sector leadership in each of the target industries. SAEDF will, through its role as lead convener, secure direction on industry-led initiatives in Cybersecurity, Biomedical/Healthcare, Advanced Manufacturing, Aerospace, and New Energy, and execute these activities through their enhanced staffing structure in accordance with Forefront SA.

SAEDF acts as the lead partner for the implementation of strategies in industry recruitment, BRE, international business development, entrepreneurial, and workforce development and has established core initiatives to achieve Key Performance Indicators through 2020. Through their agreement with EDD, SAEDF reports quarterly performance measures including Local CAPEX, Foreign Direct Investment, Number of New Jobs, Number of High Wage Jobs, Number of BRE Visits, and Number of International Investment Missions.

The 2019 Forefront San Antonio Business Plan now more fully encompasses the international and workforce components of economic development, as presented to the Economic and Workforce Development Committee in September 2018. The Plan includes an emphasis on international business development, in the form of finalization of the GCI market prioritization exercise, and marketing, through the creation of a San Antonio Tool Kit to include industry asset mapping and a city profile.

## **FISCAL IMPACT:**

There is no fiscal impact associated with this briefing item.

## **RECOMMENDATION:**

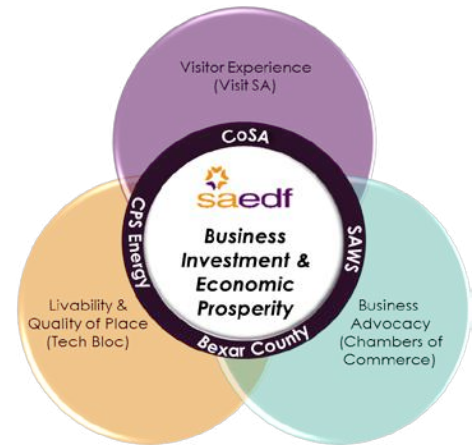
Staff recommends endorsement of the 2019 Scope of Services for the San Antonio Economic Development Foundation-the 2019 Forefront San Antonio Business Plan.

## San Antonio Economic Development Foundation (SAEDF) 2019 Forefront SA Business Plan

The San Antonio Economic Development Foundation (SAEDF) is the region's economic and workforce development leader and master convener. SAEDF maintains its focus on optimizing resources to realize operational goals, strategic objectives and priorities in order to promote the recruitment and retention of jobs and investment from local, domestic and international markets. SAEDF's 2019 Business Plan incorporates international and regional economic development strategies to position San Antonio globally and promote economic mobility in the local community.

### Charter:

- **Vision:** To propel the San Antonio region to the forefront of today's top performing cities.
- **Mission:** Lead the development and diversification of the San Antonio regional economy through the location and expansion of quality employers and job-producing investments.
- **Unique Value Proposition:** As a public-private economic development organization, SAEDF serves as an extension of industry to build networks and develop business opportunities on behalf of our public-sector partners. SAEDF serves as the San Antonio region's lead marketing organization, working daily to promote the community as a prime location for quality employers. SAEDF also provides complimentary site selection assistance through customized site searches, research and analytics, to streamline a company's entrance into the San Antonio regional market.



### Strategic Framework:

SAEDF's strategic framework focuses on business attraction, retention and expansion, and workforce development within targeted industries. These services assume a collaborative approach to economic development, all focused on generating new jobs for our community and driving San Antonio to an economically healthy and prosperous future.



## San Antonio Economic Development Foundation (SAEDF) *2019 Forefront SA Business Plan*

### Planning Assumptions:

The San Antonio region has many assets that make it a desirable place for both residents and businesses. The area is projected to add a significant number of new residents by 2020, expanding its existing workforce and ability to support growing business. Driving the influx is the attractiveness of San Antonio's deeply-rooted military cluster, growing financial institutions, flourishing tourism and hospitality sectors, and emerging bioscience and technology sectors.

This industry diversity and the region's business-friendly, low-tax environment, municipally-owned utilities (CPS Energy and SAWS), and state-sponsored business relocation opportunities, have contributed to healthy economic growth and employment throughout the city.

San Antonio's connectivity by air, sea, rail and land along with our central geographic location makes the city an attractive location for new and expanding operations. By air, travelers have access to over 54 non-stop destinations, including international locations in Mexico and Canada. San Antonio is connected to international trade routes by road and rail, sitting at the crossroads of major interstates (I-35, I-37 and I-10) and highways (Hwy 281) that connect us East-West and North-South, and to seaports nearby in Houston and Corpus Christi. These geographic assets and ease of connectivity position San Antonio advantageously for considerable growth, presenting the need to think regionally and compete globally.

### 2019 Economic Outlook:

San Antonio's industry profile is as unique as its history, with a diversified concentration of industries and headquarters in healthcare, retail, food services, education, business and financial services, manufacturing and recreation. In the near term, those established industries' performance will set the course for the regional economy.

Job growth in 2017 was 2%, slowing to 1% during the first ten months of 2018<sup>1</sup>. Labor markets tightened at the beginning of 2018 with the unemployment rate falling to an 18-year low. It rose slightly, to 3.3% in September, but fell back to 3.1% in October. The unemployment rate is expected to remain around the same percentage into 2019.

San Antonio's diversified industry clusters and considerable government presence likely helped the metro weather the Great Recession better than other metro areas of comparable size. Looking forward, these same traits that local leaders have worked to maintain will again stabilize the region as indicators point to recession.

The metro's proximity to expanding state-of-the-art military medical facilities, as well as large privatized research and bioscience institutions, should continue to drive growth in the health sector and enable San Antonio to be the lead in innovation and advanced healthcare technologies. Recent announcements, including the University of Texas at San Antonio's plans to establish a National Security Collaboration Center and School of Data Science at their downtown campus and Texas Research and Technology Foundation's Innovation Center, will lead further investments into education and downtown infrastructure, with the potential to attract new tech businesses as well as talent and young professionals into the urban core.

On the trade front, Texas is the largest exporting state and has a lot to gain or lose pending national trade policies. New tariffs enacted since 2018 have sparked a global trade war with other countries. Canada, Mexico, the EU and China have already retaliated or announced plans to retaliate worth billions of dollars in tariffs on American-made products. In Texas, over \$13 billion of exports are threatened with retaliatory tariffs, putting over 3 million Texas jobs at risk. Much like at the state level, Canada and Mexico are San Antonio's largest export markets. To keep these markets open and free, we are supporting our chambers as they advocate for the ratification of the U.S.-Mexico-Canada (USMCA) Free Trade Agreement in 2019.

The region's population increased by approximately 10.5% in the past 5 years (2013 - 2018), growing by approximately 235,000<sup>2</sup> residents. This year, the population is expected to increase approximately 1.5%, adding 40,000 residents by 2020 and helping the San Antonio – New Braunfels MSA maintain its position as one of the fastest growing cities in the US.<sup>3</sup> The millennial population, which currently makes up 22% of the total population, is above the national average<sup>4</sup> and remains a significant contributor to San Antonio's population growth by way of migration.

#### Sources:

<sup>1</sup> LMCI Tracer 2, Texas Workforce Commission (October, 2018) Retrieved from: [www.tracer2.com](http://www.tracer2.com)

<sup>2</sup> Emsi (2018); Economy Overview. Retrieved from [economicmodeling.com](http://economicmodeling.com)

<sup>3</sup> Ura, Alex (2018). San Antonio tops national list in population gain; Houston growth is sluggish, Texas Tribune. Retrieved from: <https://www.texastribune.org/2018/05/24/texas-census-san-antonio-tops-national-list-population-houston-growth/>

<sup>4</sup> Emsi (2018). Economy Overview Report, San Antonio-New Braunfels, TX, Population characteristics. Retrieved from: [economicmodeling.com](http://economicmodeling.com) December 12, 2018

## Industry Outlook: Tailwinds & Headwinds

Sustaining growth is vital to maintaining San Antonio's MSA prosperity. For the region's target industries, growth is forecasted to continue, but at a slower rate in 2019. With unemployment at an all-time low in the region, state and national labor markets are expected to tighten, causing this constraint. Additional factors include a slower housing market and global economies where growth is showing slow-down. However, the San Antonio region's diverse industry profile in Biosciences, Manufacturing, Information Technology (IT) and Cybersecurity, Military installments, and growing financial hub are attributed to the region's resiliency during any economic downturns, paving the way for continued prosperity in 2019 and beyond.

- Industry Tailwinds:

- San Antonio's expanding cybersecurity sector represents a significant opportunity for growth and global recognition. With over forty cybersecurity firms headquartered in San Antonio, the city maintains the second largest concentration of IT, information assurance and cybersecurity professionals in the nation, outside of the Washington D.C. area. Fueling this growth is the city's continued support and investment in education and creation of a cybersecurity workforce. Investment in information technology and cybersecurity entrepreneurial development and education through expanding local programs like CodeUp, Geekdom and planned expansions from the University of Texas San Antonio and Texas A&M San Antonio will support San Antonio's continued development of a skilled cybersecurity workforce.<sup>5</sup>
- Manufacturing product sales and growth remain steady and stay in the top five industries for the gross regional product. Virtually every segment of manufacturing is represented by the companies within the San Antonio region ranging from food processing and automobiles to aircraft and solar panels. The manufacturing industry's annual economic impact is estimated at over \$40.5 billion in 2016.<sup>6</sup>
- Biosciences and health services continue to support significant job growth in the area, with a combination of private and government operations. Employment in private health-related institutions accounts for about 13% of San Antonio's workforce<sup>7</sup>, higher than in other major Texas metros, including Houston. Its share grew in the last ten-year period, adding approximately 50,000 net new jobs with average earnings per job at \$54,000. San Antonio's proximity to military medical facilities, as well as privately funded research and health institutes, are a strong asset and include the San Antonio Military Medical Center (the nation's largest military hospital), Wilford Hall Ambulatory Surgical Center at Lackland Air Force Base, the University of Texas Health Science Center at San Antonio, the Texas Biomedical Research Institute and the Texas Research Park.<sup>8,9</sup>
- Business and financial services continue to be a growing sector and account for 9%<sup>9</sup> of the local workforce, making it the fifth largest industry cluster in the region. San Antonio is headquarters to USAA (United Services Automobile Association) and Frost Bankers Inc. Employment in the business and financial institutions rose 14% in five years, in line with other major state metros and 7% above the national average.<sup>10</sup> With recent financial company relocations, job growth can be expected to remain but at slightly lower levels of approximately 9% by 2022.
- Tourism, which includes the associated clusters of recreation and food services, is one of the area's most important industries, with local attractions drawing millions of visitors annually and generating \$15.3 billion in economic impact.<sup>11</sup> Employment expanded by 33% in food services and 18% in recreation between 2010 and 2017 period. These clusters make up nearly 15% of all metro jobs.<sup>12</sup> Increases in hospitality jobs are expected to grow 10% in the next five years. Credit for growth can be attributed to the San Antonio Tourism Public Improvement District (TPID), which was passed by City Council in 2018. These special districts are expected to be boosted through increased fees on visitors that will go directly to promoting San Antonio.

### Sources:

- <sup>5</sup> Velasquez, J.I. (2018) UTSA Lands \$70 million for Cybersecurity Center, School of Data Science, Rivard Report. Retrieved from: [www.rivardreport.com](http://www.rivardreport.com)
- <sup>6</sup> Butler, Richard V. Ph.D., Stefl, Mary E., Ph.D. (2017). San Antonio's Manufacturing Industry: Economic Impact in 2016. Retrieved from: <http://www.sama-tx.org>
- <sup>6,7,8</sup> Assane, Laila, Davis Kristin E., Slijk, Christopher (2018). Federal Reserve Bank of Dallas: At the Heart of Texas Cities' Industry Clusters Drive Growth.
- <sup>9</sup> Butler, Richard V. Ph.D., Stefl, Mary E. Ph.D. (2018). San Antonio Chamber of Commerce Healthcare and Bioscience Economic Impact Study 2018.
- <sup>10</sup> Emsi (2018). Industry Snapshot. Retrieved from: <http://partners.visitsanantonio.com>
- <sup>11</sup> Visit San Antonio (2017) 2017 Road Map Annual Report. Retrieved from: <http://partners.visitsanantonio.com>, December 15, 2018
- <sup>12</sup> Assane, Laila, Davis Kristin E., Slijk, Christopher (2018). Federal Reserve Bank of Dallas: At the Heart of Texas Cities' Industry Clusters Drive Growth.

## San Antonio Economic Development Foundation (SAEDF)

### 2019 Forefront SA Business Plan

- Industry Headwinds:

- A continued shortage of skilled workers may constrain growth in high-paying sectors and limit the area's ability to attract firms and investment. Explicitly, a short supply of in-demand skills in data science, artificial intelligence, and tech-related skills are top considerations. Regionally, San Antonio continues to trail other metros in educational attainment. Twenty-six percent of the San Antonio population age 25 and over holds a bachelor's degree or higher<sup>13</sup>, compared with the state's average of 28%. The region's less educated population and high-level economic segregation relative to other large Texas metros, combined with increasing housing unaffordability and low paying service employers in retail and recreation, has restrained median incomes.<sup>14</sup>
- The three large military installations and the defense and security cluster are vulnerable should federal budget cuts occur in the future. Joint Base San Antonio (JBSA) reports the total economic impact of military operations at more than \$27 million.<sup>15</sup> Federal budget cuts that affect these installations would be detrimental to the region.
- As a historic center of cultural confluence and trade, the San Antonio region maintains favorable economic and cultural relationships around the world, with jobs supported by trade and export activities. The impact of current dynamic federal policy on trade and investment, both within North American and beyond, continues to challenge the San Antonio community's strategic efforts in this space. Data will continue to drive the evolution of the community's global development strategy and tactics, but must be balanced with the ever-evolving federal policy on trade and investment.

### Strategic Objectives:

SAEDF identified and defined San Antonio's target industries as headquarters, biosciences, information technology, cybersecurity, corporate, military and advanced manufacturing which includes aerospace, new energy and transportation. While the focus on target industries remains, other institutions such as financial and professional services operations, distribution, and other sectors that have well-established infrastructure, supply lines, and labor force pipelines, are expected to grow and remain a part of SAEDF's regional commitment for investment and expansion.

The objectives below represent SAEDF's goals as they relate to essential and current baseline services, and correspond to the goal areas of the Jobs and Economic Competitiveness section of the SA Tomorrow Comprehensive Plan. These objectives are the result of the region's current economic drivers, including the need to enhance community-centric approach and meet investor performance expectations, and serve as mechanisms to execute the community's economic development strategy effectively.

- Business Attraction: Strengthen the San Antonio region's competitive position for job producing investments within targeted industries, both domestically and internationally.
- Global Development: Promote and attract foreign direct investment and enhance trade opportunities for San Antonio regional companies.
- Business Retention and Expansion (BRE): Provide businesses the support to stay, grow and prosper in the San Antonio region.
- Workforce Development: Cultivate a high-quality regional workforce development system driven by employers in target industries.
- Administrative Services: Maximize operational efficiencies to empower internal lines of business.
- Community and Investor Relations: Sustain and grow financial resources through development and enhancement of SAEDF investor relations.

#### Sources:

<sup>13</sup> Emsi (2018). Economy Overview Report, San Antonio-New Braunfels, TX, Population characteristics. Retrieved from: [economicmodeling.com](http://economicmodeling.com) December 12, 2018

<sup>14</sup> Assanej, Laila, Davis Kristin E., Slijk, Christopher (2018). Federal Reserve Bank of Dallas: At the Heart of Texas Cities' Industry Clusters Drive Growth.

<sup>15</sup> Butler, Richard (2018) Information retrieved through personal contact.



### Operations Plan:

Each strategic objective has a corresponding operational plan designed to accelerate progress towards each goal. Aligned quantitative goals and initiatives serve as performance measures to promote accountability and engagement, and to manage performance.

The initiatives outlined in the broader operations plan further define activities to support organizational goals. They are designed to foster private and public coordination and collaboration, increase private-sector leadership and maximize resources. SAEDF works with community partners to implement mutually agreed upon key initiatives and tactics to realize the organizational mission, summarized below.

**Business Attraction:** Strengthen the San Antonio region's competitive position globally for job-producing investments within targeted industries.

- Partner with industry allies on out of market event activations
- Conduct familiarization tours for targeted audiences
- Refine San Antonio marketing "Tool Kit" (to include an industry asset mapping exercise)
- Enhance reputation, relationship, and knowledge of San Antonio with corporate executives, site selection consultants, and brokers

**Global Development:** Promote and attract foreign direct investment and enhance trade opportunities for San Antonio regional companies.

- Finalize Brookings GCI market prioritization
- Enhance trade and export program and services
- Develop Foreign Direct Investment (FDI) promotional strategy for 2020

**Business Retention and Expansion (BRE):** Provide businesses the support to stay, grow and prosper in the San Antonio region.

- Enhance C-Suite relationships with local organizations
- Focus on BRE assists
- Work with local automotive manufacturers to enhance supplier network
- Enhance BRE reporting

**Workforce Development:** Cultivate a high-quality regional workforce development system driven by employers in target industries.

- Identify and leverage existing programs to attract and place talent that meets workforce demand
- Align academic and industry leaders to address skills gaps
- Skills Gap Analysis & Training Provider Assessment (Cyber/Bio)
- Continuous improvement and scaling of work-based learning programs
- Develop Workforce Asset snapshots aligning with target industry asset mapping
- Support launch of College Promise

**Administrative Services:** Maximize operational efficiencies to empower internal lines of business.

- Continue CRM enhancement
- Conduct industry asset mapping
- Deploy Employee Engagement Strategy
- Initiate website redesign
- Increase brand awareness for target industries
- Refine San Antonio marketing "Tool Kit"
- Develop strategic plan 2025



San Antonio Economic Development Foundation (SAEDF)  
2019 Forefront SA Business Plan

Community and Investor Relations: Sustain and grow financial resources through development and enhancement of SAEDF investor relationships.

- Implement a regional marketing plan
- Investor-level adjustment initiative
- Enhance investor experience
- Develop a community engagement strategy
- FTA member legacy transition

Key Performance Indicators:

Key performance indicators (KPI) are a set of quantifiable measures to gauge SAEDF performance in influencing and accelerating the San Antonio MSA's economy and targeted industry growth. These metrics are used to determine progress in achieving the organizations strategic and operational goals, and also to compare performance against other peer cities.

San Antonio vs. Peer Cities Rankings

Median Household Income	GDP	Annualized Job Growth	Economic Mobility (GINI)	Startup Activity	Entrepreneurial Growth
DENVER	SAN JOSE	AUSTIN	KANSAS CITY	AUSTIN	AUSTIN
SAN DIEGO	PHOENIX	CHARLOTTE	PHOENIX	SAN DIEGO	SAN DIEGO
AUSTIN	SAN DIEGO	JACKSONVILLE	<b>SAN ANTONIO</b>	<b>SAN ANTONIO</b>	<b>SAN ANTONIO</b>
PORTLAND	DENVER	PHOENIX	SAN DIEGO	PHOENIX	PHOENIX
SALT LAKE CITY	PORTLAND	PORTLAND	JACKSONVILLE	DENVER	DENVER
KANSAS CITY	CHARLOTTE	DENVER	PORTLAND	KANSAS CITY	KANSAS CITY
PHOENIX	AUSTIN	SALT LAKE CITY	AUSTIN	SAN JOSE	SAN JOSE
CHARLOTTE	KANSAS CITY	<b>SAN ANTONIO</b>	DENVER	CHARLOTTE	CHARLOTTE
JACKSONVILLE	<b>SAN ANTONIO</b>	TAMPA	SALT LAKE CITY	PORTLAND	PORTLAND
<b>SAN ANTONIO</b>	SALT LAKE CITY	KANSAS CITY	CHARLOTTE	JACKSONVILLE	JACKSONVILLE
TAMPA	JACKSONVILLE	SAN DIEGO	TAMPA	SALT LAKE CITY	SALT LAKE CITY

San Antonio Economic Development Foundation (SAEDF)  
2019 Forefront SA Business Plan

The KPIs align with SAEDF's projected strategic and operational goals in strategic focus areas as noted below:

Tier	Indicator	2019 Goals	Target 2020 Goals (2017 - 2020)
Community Indicators	Gross Metropolitan Product (Rank)*	Tracking Indicators	#8
	Median Household Income (Rank)*		#7
	GDP per Capita (Rank)*		#7
	Total Annualized Job Growth		3%
	Economic Mobility (Rank)*		#4
	Startup Activity*		#2
	Entrepreneurial Growth (Rank)*		#3
Business Development	New Jobs	5,230	20,000
	New Target Industry Jobs %	55%	50%
	New High Wage Jobs %	50%	55%
	Local CAPEX	\$400M	\$1.5B
	Foreign Direct Investment	\$66.5M	\$200M
	Target Sector Employment Growth (NAICS)	3%	12%
	BRE Assists	120	350
	Number of Direct Export Supported Jobs*	35,000	37,200
Workforce	Job Fill Ratio	0.72	0.75
	Educational Attainment*	33.4%	33.5%
	Post-Secondary Completions (Target Sector-all)*	5,000	29,000
	Work-based Learning Opportunities	5,300	20,000
Brand	Brand Awareness and Favorability**	Awareness 72% Favorability 61%	Awareness 78% Favorability 66%
Business Dev.	Estimated New Payroll	\$135M	\$450M
	New Jobs-REC	55%	60%
	New Jobs-BRE	45%	40%
	Located Projects	Total: 31   REC: 15   BRE: 16 Total: 31   TI: 16   Other: 15	Total: 120
	IBDC Clients	22	65
	Export Clients	10	30
	Exports*	\$18B	\$55B
Workforce	4 Year Degrees (Total in TI)*	2,130	8,000
	2 Year Degrees (Total in TI)*	2,885	11,000
	Post-Secondary Completions - Adv. Manufacturing*	650	2,500
	Post-Secondary Completions - Bioscience & Healthcare*	3,500	11,000
	Post-Secondary Completions - IT*	800	3,000

\*Indicates previous year's data (back data) \*\*Based on 2015 study

	Business Development
	Workforce
	Marketing & Communications
	Administration

# SAEDF: Tactical Plan (2019)



	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Business Development</b>				
International	International Inbound Trade Mission	International Marketing Trip	International Marketing Trip	International Marketing Trip
	International Marketing Trip	International Marketing Trip	International Marketing Trip	International Marketing Trip
	International Promotional Event	International Promotional Event		International Business Forum (IBF)
	International Inbound Trade Mission	Investment Summit		International Marketing Trip
	Brookings Strategy Development			
Domestic	Consultant Marketing Mission	Team Texas Event Participation	Consultant Marketing Mission	Out of Market Target Industry Event
	Out of Market Target Industry Event	Out of Market Target Industry Event	Target Industry Forum	Go Big in Texas Domestic Mission
	Out of Market Target Industry Event	Out of Market Target Industry Event	Regional Domestic Marketing Mission	Out of Market Target Industry Event
	Team Texas Event Participation	Out of Market Target Industry Event	Out of Market Target Industry Event	Consultant Marketing Mission
	Benchmark Industry Event	IAMC Spring Forum	Team Texas Event Participation	FAM Tour
		Fam Tour	Domestic Promotional Event	Out of Market Target Industry Event
		Out of Market Target Industry Event		
		Out of Market Target Industry Event		
Initiatives	"Pitch Package" Development	Women's Economic Development Conference	Brookings Marketing Materials	Go Big in Texas Roundtable Event
	Lead Generation / Partnership Contract(s)	Brookings Strategy & Tactics		Entrepreneurial & Start Up Week
<b>Workforce Development</b>				
School to Career	Citywide Job Shadow Day		Summer Internship Midway Check In	Industry Job Shadow Days
	New Job Matching Software (Summer Internship Program)	Summer Internship Orientation	Teacher Externship	Industry Recruitment Roundtables
	Industry Recruitment Roundtables	Job Shadow 2019 Report	Summer Internship Celebration	
			Summer Internship 2019 Assessment/Evaluation & Report	
	Longitudinal Study of Experiential Learning Program			
Skills Gap	SAISD Contract Implementation			
	Tracking Employer Engagment Activities			
		Jobs Report		Jobs Report
	21st Century Skills Badging Pilot	Workforce Asset Snapshots		
	IT/Cybersecurity Workforce Summit	IT/Cybersecurity Workforce Partnerships		IT/Tech Private Sector Partnership Update
	IT/Cybersecurity Report			
	Skills to Succeed Roll Out			
	Bioscience Skills Gap Survey			
	Manufacturing (TX-FAME) Recruitment and Awareness			
	America's Promise/Techworks (Driving Enrollment on a quarterly basis)			
	Developing College Promise		Launch College Promise	
<b>Administrative Services</b>				
BI	CRM Enhancement (IR/IBDC)	Asset Mapping: Data Insights, Warehousing & Alignment	Strategic Plan ('20 - '25)	
Marketing / Comms	Website Redesign			
	SA Toolkit (RFI Template, SA Profile, Workforce snapshots)	Team Media Training		

Shared or Overlapped Tactics

Business Development
Workforce
Administrative Services

Last updated: 02/27/2019



# City of San Antonio

## Agenda Memorandum

**File Number:**19-2344

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**Agenda Item Number:** 3.

**Agenda Date:** 3/5/2019

**In Control:** Economic and Workforce Development Committee

---

**DEPARTMENT:** Economic Development

**DEPARTMENT HEAD:** Rene Dominguez

**COUNCIL DISTRICT(S) IMPACTED:** All

**SUBJECT:**

Briefing on the DoSeum Special Exhibits

**SUMMARY:**

This is a briefing by Dr. Richard Kissel, the Vice President of Education at the DoSeum, regarding upcoming special exhibits related to engaging children in industry, manufacturing, and transportation.

**BACKGROUND INFORMATION:**

As San Antonio's only informal educational institution devoted to providing Science, Technology, Engineering, and Mathematics (STEM) learning opportunities for young children, The DoSeum is uniquely positioned to elevate the quality and level of STEM education in our city.

In 2018, The DoSeum welcomed 358,800 guests via daily general admission; additionally, the museum served several thousand children and their teachers and caregivers more intensively through numerous programmatic offerings, including field experiences, camps, afterschool programming and educator professional development. These experiences inspire children to learn critical skills, such as collaboration and critical thinking, through inquiry-based exploration, authentic discovery, and problem solving. Attainment of STEM skills is central to the national education conversation, and The DoSeum's vision is to encourage all of San Antonio's children to engage in joyful learning and discover passion for STEM subjects. To that end, the museum engages in several accessibility initiatives, including underwritten field experiences and afterschool programming for over 8,000 students a year attending San Antonio-area Title I elementary schools.

According to the U.S. Bureau of Labor Statistics, STEM jobs are the future drivers of our workforce with over 500,000 new computer-based and engineering jobs projected to be added between 2014 and 2024. Researchers are beginning to document a connection between early-life exposure to STEM subjects and the later decision to pursue STEM-related careers. In their International Journal of Science Education paper, authors Maltese and Tai found a majority of the newly graduated PhD scientists reported their earliest interest in science began before middle school (2010).

## **ISSUE:**

Discovery is the catalyst for joyful learning, and for every aspect of social, emotional and cognitive development in young children. The DoSeum's current special exhibit, How People Make Things, tells the story of how everyday items are manufactured. This exhibit, inspired by Mr. Rogers' neighborhood factory tours, gives children hands-on opportunities to cut, mold, deform, and assemble. Exhibit partnerships with Bolner's Fiesta Spices and San Antonio Shoes showcase the manufacturing we do right here in San Antonio. Programming supplements the exhibit to give kids an opportunity to work with local factories. Activities include using real die cutters to make SAS shoe patterns out of leather and canvas.

In summer 2019, the DoSeum will bring another special exhibit, Going Places, focused on science and technology concepts behind various modes of transportation. The DoSeum is actively seeking local partners to similarly enrich the content and programming associated with this exhibit.

## **RECOMMENDATIONS:**

This briefing is for informational purposes only and no action is necessary.

## Operations

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**From:** Operations  
**Sent:** Wednesday, April 17, 2019 11:45 AM  
**Cc:** Patricia Diaz Dennis  
**Subject:** [EXTERNAL] World Affairs Council - 2019 Conflict of Interest Policy / Whistleblower Policy  
**Attachments:** 2019 - Conflict of Interest Policy .pdf; WAC - Whistleblower Policy.pdf

Good morning Trustees,

As required annually, attached please find the **Conflict of Interest Policy** and **Whistleblower Policy** for your review and reference. At your earliest convenience, take a moment to complete the Disclosure Form and send it to [operations@wacofa.org](mailto:operations@wacofa.org). If you have already submitted one for 2019, please disregard this request.

Council staff is available to assist with any questions. Thank you for your support and have a great day.

Best,  
Aseneth

### ASENETH FRENCH

Chief of Staff | [World Affairs Council of San Antonio](#)  
816 Camaron St. Ste 2.15 | San Antonio, TX 78212  
O: (210) 308-9494 E: [aseneth@wacofsa.org](mailto:aseneth@wacofsa.org)



**\*\*THIS EMAIL IS FROM AN EXTERNAL SENDER OUTSIDE OF THE CITY.**

**Be cautious before clicking links or opening attachments from unknown sources. Do not provide personal or confidential information.\*\***



## **Conflict of Interest Policy for World Affairs Council of San Antonio**

The purpose of the following policy and procedures is to prevent the personal interest of staff members, board members, and volunteers from interfering with the performance of their duties to the World Affairs Council of San Antonio, or result in personal financial, professional, or political gain on the part of such persons at the expense of the World Affairs Council of San Antonio or its Members, supporters, and other stakeholders.

*Definitions: Conflict of Interest* (also Conflict) means a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a person in a position of trust. Persons in a position of trust include staff members, officers, and board members of World Affairs Council of San Antonio. *Board* means the Board of Directors. *Officer* means an officer of the Board of Directors. *Volunteer* means a person -- other than a board member -- who does not receive compensation for services and expertise provided to World Affairs Council of San Antonio and retains a significant independent decision-making authority to commit resources of the organization. *Staff Member* means a person who receives all or part of her/his income from the payroll of World Affairs Council of San Antonio. *Member* means a Member of World Affairs Council of San Antonio as defined by the Board of Directors of the World Affairs Council of San Antonio. *Supporter* means corporations, foundations, individuals, 501 (c ) (3) nonprofits, and other nonprofit organizations who contribute to World Affairs Council of San Antonio.

### *POLICY AND PRACTICES*

1. Full disclosure, by notice in writing, shall be made to the full Board of Directors in all conflicts of interest, including but not limited to the following:
  - a. A board member is related to a staff member by blood, marriage or domestic partnership.
  - b. A staff member in a supervisory capacity is related to another staff member whom she/he supervises.
  - c. A board member or their organization stands to benefit from an World Affairs Council of San Antonio transaction or staff member of such organization receives payment from World Affairs Council of San Antonio for any subcontract, goods, or services.
  - d. A board member's organization receives funding from World Affairs Council of San Antonio.
  - e. A volunteer working on behalf of World Affairs Council of San Antonio who meets any of the situations or criteria listed above.
2. Following full disclosure of a possible conflict of interest or any condition listed above, the Board of Directors shall determine whether a conflict of interest exists and, if so the Board shall vote to authorize or reject the transaction or take any other action deemed necessary to address the conflict



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and protect World Affairs Council of San Antonio's best interests. Both votes shall be by a majority vote without counting the vote of any interested director, even if the disinterested directors are less than a quorum provided that at least one consenting director is disinterested.

3. A Board member or Committee member who is formally considering employment with World Affairs Council of San Antonio must take a temporary leave of absence until the position is filled. Such a leave will be taken within the Board member's elected term which will not be extended because of the leave. A Board member or Committee member who is formally considering employment with World Affairs Council of San Antonio must submit a written request for a temporary leave of absence to the Secretary of the World Affairs Council of San Antonio Board, c/o the World Affairs Council of San Antonio's office, indicating the time period of the leave. The Secretary of World Affairs Council of San Antonio will inform the Chair of the Board of such a request. The Chair will bring the request to the Board for action. The request and any action taken shall be reflected in the official minutes of the World Affairs Council of San Antonio.
4. An interested Board member, officer, or staff member shall not participate in any discussion or debate of the Board of Directors, or of any committee or subcommittee thereof in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. However, they may be present to provide clarifying information in such a discussion or debate unless objected to by any present board or committee member.
5. Anyone in a position to make decisions about spending World Affairs Council of San Antonio's resources (i.e., transactions such as purchases contracts) – who also stands to benefit from that decision – has a duty to disclose that conflict as soon as it arises (or becomes apparent); s/he should not participate in any final decisions.
6. A copy of this policy shall be given to all Board members, staff members, volunteers or other key stakeholders upon commencement of such person's relationship with World Affairs Council of San Antonio or at the official adoption of stated policy. Each board member, officer, staff member, and volunteer shall sign and date the policy at the beginning of her/his term of service or employment and each year thereafter. Failure to sign does not nullify the policy.
7. This policy and disclosure form must be filed annually by all specified parties.



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\_\_\_\_\_ I have no conflict of interest to report

\_\_\_\_\_ I have the following conflict of interest to report (please specify):

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The undersigned, by their affixed signature, note their understanding of the implications of this policy.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date



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## Whistleblower Policy

### **Reporting Responsibility**

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that World Affairs Council of San Antonio (for purposes herein, the "World Affairs Council") can address and correct inappropriate conduct and actions. It is the responsibility of all Board members, officers, employees, interns and volunteers (collectively, the "Covered Parties") to report concerns about violations of the World Affairs Council's code of ethics or suspected violations of law or regulations that govern the World Affairs Council's operations.

### **No Retaliation**

It is contrary to the values of the World Affairs Council for anyone to retaliate against any Whistleblower who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of the World Affairs Council. Any covered Party who retaliates against a Whistleblower is subject to discipline up to and including termination of employment or affiliation with the World Affairs Council.

Any Whistleblower who believes he/she is being retaliated against must contact the Executive Director or the eESI Human Resources Department immediately. The right of a Whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

A "Whistleblower" for purposes of this Policy is any Covered Party who reports in good faith, an activity that he/she considers to be illegal or dishonest, to one or more of the parties specified in this Policy. The Whistleblower is not responsible for investigating the activity or for determining fault or corrective measures - appropriate management officials are charged with these responsibilities.

### **Compliance**

The World Affairs Council has outsourced its human resources activities to eEmployers Solutions, Inc. ("eESI"). eESI is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. eESI will advise the

Executive Director (or if the Executive Director is the one engaging in the wrongful activity, then the Chair of the Board) of all complaints.

### **Reporting Procedure**

The World Affairs Council has an open-door policy and suggests that any Covered Party share his / her questions, concerns, suggestions or complaints with their supervisor or the Executive Director, as applicable. If the Covered Party is not comfortable speaking with his / her supervisor or the Executive Director or he / she is not satisfied with the supervisor's response, such party is encouraged to speak with eESI. All supervisors are required to report complaints or concerns about suspected ethical and legal violations in writing to the Executive Director, who has the responsibility to investigate all reported complaints. If the Executive Director is the party engaging in the wrongful activity, then the Covered Party should contact eESI, and in such event, eESI shall investigate the reported complaints.

### **Handling of Reported Violations**

The Executive Director or eESI, as applicable, shall address all reported concerns. The Executive Director will notify the sender and acknowledge receipt of the concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.

All reports will be promptly investigated by the Executive Director or eESI, as applicable, and appropriate corrective action will be recommended to the Chairman of the Board, if warranted by the investigation. In addition, action taken must include a conclusion or follow-up, or both, with the complainant for complete closure of the concern.

The Executive Director has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

### **Good Faith**

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense, and the Covered Person asserting such allegations may be subject to termination or disassociation with the World Affairs Council.

## **Confidentiality**

Insofar as possible, the confidentiality of the Whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense.

Covered Parties with any questions regarding this Policy should contact the Executive Director or the eESI Human Resources Department at: 210-495-1171.

World Affairs Council of San Antonio

Policy created on: 3/22/18

Policy approved by the Board of Directors on: 3/23/18

**Sarah McLornan (Mayor Office)**

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**From:** Sarah McLornan (Mayor Office)  
**Sent:** Wednesday, April 17, 2019 2:30 PM  
**To:** Ron Nirenberg (Mayor)  
**Subject:** Fwd: World Affairs Council - 2019 Conflict of Interest Policy / Whistleblower Policy  
**Attachments:** image001.png; ATT00001.htm; image002.png; ATT00002.htm; image003.png; ATT00003.htm; image004.png; ATT00004.htm; image006.jpg; ATT00005.htm; image008.jpg; ATT00006.htm; 2019 - Conflict of Interest Policy .pdf; ATT00007.htm; WAC - Whistleblower Policy.pdf; ATT00008.htm

Fyi

Begin forwarded message:

**From:** "Ron Nirenberg (Mayor)" <[Ron.Nirenberg@sanantonio.gov](mailto:Ron.Nirenberg@sanantonio.gov)>  
**Date:** April 17, 2019 at 11:44:55 AM CDT  
**To:** "Alice Aguirre (Mayor Office)" <[Alice.Aguirre@sanantonio.gov](mailto:Alice.Aguirre@sanantonio.gov)>, "Sarah McLornan (Mayor Office)" <[Sarah.Mclornan@sanantonio.gov](mailto:Sarah.Mclornan@sanantonio.gov)>  
**Subject:** **FW: World Affairs Council - 2019 Conflict of Interest Policy / Whistleblower Policy**

---

**From:** Operations  
**Sent:** Wednesday, April 17, 2019 11:44:46 AM (UTC-06:00) Central Time (US & Canada)  
**Cc:** Patricia Diaz Dennis  
**Subject:** [EXTERNAL] World Affairs Council - 2019 Conflict of Interest Policy / Whistleblower Policy

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Aseneth

ASENETH FRENCH

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---

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\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date



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This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that World Affairs Council of San Antonio (for purposes herein, the "World Affairs Council") can address and correct inappropriate conduct and actions. It is the responsibility of all Board members, officers, employees, interns and volunteers (collectively, the "Covered Parties") to report concerns about violations of the World Affairs Council's code of ethics or suspected violations of law or regulations that govern the World Affairs Council's operations.

### **No Retaliation**

It is contrary to the values of the World Affairs Council for anyone to retaliate against any Whistleblower who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of the World Affairs Council. Any covered Party who retaliates against a Whistleblower is subject to discipline up to and including termination of employment or affiliation with the World Affairs Council.

Any Whistleblower who believes he/she is being retaliated against must contact the Executive Director or the eESI Human Resources Department immediately. The right of a Whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

A "Whistleblower" for purposes of this Policy is any Covered Party who reports in good faith, an activity that he/she considers to be illegal or dishonest, to one or more of the parties specified in this Policy. The Whistleblower is not responsible for investigating the activity or for determining fault or corrective measures - appropriate management officials are charged with these responsibilities.

### **Compliance**

The World Affairs Council has outsourced its human resources activities to eEmployers Solutions, Inc. ("eESI"). eESI is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. eESI will advise the

Executive Director (or if the Executive Director is the one engaging in the wrongful activity, then the Chair of the Board) of all complaints.

### **Reporting Procedure**

The World Affairs Council has an open-door policy and suggests that any Covered Party share his / her questions, concerns, suggestions or complaints with their supervisor or the Executive Director, as applicable. If the Covered Party is not comfortable speaking with his / her supervisor or the Executive Director or he / she is not satisfied with the supervisor's response, such party is encouraged to speak with eESI. All supervisors are required to report complaints or concerns about suspected ethical and legal violations in writing to the Executive Director, who has the responsibility to investigate all reported complaints. If the Executive Director is the party engaging in the wrongful activity, then the Covered Party should contact eESI, and in such event, eESI shall investigate the reported complaints.

### **Handling of Reported Violations**

The Executive Director or eESI, as applicable, shall address all reported concerns. The Executive Director will notify the sender and acknowledge receipt of the concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.

All reports will be promptly investigated by the Executive Director or eESI, as applicable, and appropriate corrective action will be recommended to the Chairman of the Board, if warranted by the investigation. In addition, action taken must include a conclusion or follow-up, or both, with the complainant for complete closure of the concern.

The Executive Director has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

### **Good Faith**

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense, and the Covered Person asserting such allegations may be subject to termination or disassociation with the World Affairs Council.

## **Confidentiality**

Insofar as possible, the confidentiality of the Whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense.

Covered Parties with any questions regarding this Policy should contact the Executive Director or the eESI Human Resources Department at: 210-495-1171.

World Affairs Council of San Antonio

Policy created on: 3/22/18

Policy approved by the Board of Directors on: 3/23/18

vinu arumugham

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**From:** vinu arumugham  
**Sent:** Saturday, May 18, 2019 8:58 PM  
**To:** ConstituentServices@ag.louisiana.gov; civilinfo@ag.state.la.us; consumerinfo@ag.state.la.us; criminalinfo@ag.state.la.us; EnvironmentalInfo@ag.state.la.us; executive@ag.state.la.us; PublicIO@ag.louisiana.gov; HUD@ag.state.la.us; gaminginfo@ag.state.la.us; STOP@ag.louisiana.gov; admininfo@ag.state.la.us; investigationinfo@ag.state.la.us; JPC@ag.state.la.us; LitInfo@ag.state.la.us; MFCUinfo@ag.state.la.us; PublicProtectionInfo@ag.state.la.us; TobaccoDOJ@ag.state.la.us; publicrecords@ag.louisiana.gov; maria.mattera@lacity.org; pressoffice@law.nyc.gov; lawdepartment@atlantaga.gov; cefrazier@atlantaga.gov; snowell@atlantaga.gov; kpatrick@atlantaga.gov; Kimberly.patrick@atl.com; tsmith@atlantaga.gov; rcollins@atlantaga.gov; taiwhite@atlantaga.gov; 311@houstontx.gov; buildforward@houstontx.gov; citysecretary@houstontx.gov; hfdpubinf@houstontx.gov; greenhouston@houstontx.gov; mayor@houstontx.gov; public.affairs@houstonpolice.org; cohova@houstontx.gov; Marcel.Pratt@Phila.gov; craig.straw@phila.gov; clay.cauley@Phila.gov; diana.cortes@phila.gov; valerie.robinson@phila.gov; andrew.richman@phila.gov; iveliz.crespo@phila.gov; steve.ludovico@phila.gov; Ron Nirenberg (Mayor); City Manager; cityattorney@sandiego.gov; att.frontdesk@dallascityhall.com; district1@sanjoseca.gov; district10@sanjoseca.gov; district3@sanjoseca.gov; district4@sanjoseca.gov; mayoremail@sanjoseca.gov; customerservice@sanjoseca.gov  
**Subject:** [EXTERNAL] Megan Lee death: Takeaway boss wins manslaughter conviction appeal over death of schoolgirl with nut allergy

Megan Lee death: Takeaway boss wins manslaughter conviction appeal over death of schoolgirl with nut allergy

<https://www.standard.co.uk/news/crime/megan-lee-death-takeaway-boss-wins-manslaughter-conviction-appeal-over-death-of-schoolgirl-with-nut-a4144271.html>

The real murderers are the vaccine makers, MHRA and the doctors, who all go scot-free and a poor chef ends up in prison.

In the Science journal:

Doctors use food protein containing vaccines to sicken millions with life-threatening food allergies.

Dangerous doctors and anaphylaxis

<https://science.sciencemag.org/content/362/6415/eaao0666/tab-e-letters>

In the British Medical Journal:

Vaccines and the development of food allergies: the latest evidence

<https://www.bmj.com/content/355/bmj.i5225/rr-0>

----- Forwarded Message -----

**Subject:** Natasha was killed by vaccine makers and the MHRA, not by Pret

**Date:** Sun, 18 Nov 2018 18:05:30 -0800

**From:** Vinu Arumugham <[vaccine.safety@yahoo.com](mailto:vaccine.safety@yahoo.com)>

**To:** [press.office@fdf.org.uk](mailto:press.office@fdf.org.uk) <[press.office@fdf.org.uk](mailto:press.office@fdf.org.uk)>, [press@pret.com](mailto:press@pret.com) <[press@pret.com](mailto:press@pret.com)>, [franchise@pret.com](mailto:franchise@pret.com) <[franchise@pret.com](mailto:franchise@pret.com)>, [newbusiness.enquiries@pret.com](mailto:newbusiness.enquiries@pret.com) <[newbusiness.enquiries@pret.com](mailto:newbusiness.enquiries@pret.com)>, [delivery.team@pret.com](mailto:delivery.team@pret.com) <[delivery.team@pret.com](mailto:delivery.team@pret.com)>, [chiefcoronersoffice@judiciary.gsi.gov.uk](mailto:chiefcoronersoffice@judiciary.gsi.gov.uk) <[chiefcoronersoffice@judiciary.gsi.gov.uk](mailto:chiefcoronersoffice@judiciary.gsi.gov.uk)>, [michael.gove.mp@parliament.uk](mailto:michael.gove.mp@parliament.uk) <[michael.gove.mp@parliament.uk](mailto:michael.gove.mp@parliament.uk)>, [slaughtera@parliament.uk](mailto:slaughtera@parliament.uk) 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[<david.mowat.mp@parliament.uk>](mailto:david.mowat.mp@parliament.uk),  
[<greg.mulholland.mp@parliament.uk>](mailto:greg.mulholland.mp@parliament.uk)

## **Natasha was killed by vaccine makers and the MHRA, not by Pret**

Natasha suffered an anaphylactic reaction after eating a baguette she bought at Pret.

<https://www.theguardian.com/uk-news/2018/sep/28/pret-a-manger-gove-tighten-up-food-labelling-rules-teenagers-death-natasha-ednan-laperouse>

Injecting food proteins causes the development of food allergies.

Vaccines are manufactured using numerous food proteins. Removing these food proteins from the final vaccine, costs money and cuts into profits. So greedy vaccine makers peddle food protein containing vaccines that sicken children with life-threatening food allergies.

Injecting viral proteins (example: flu shot), teaches the immune system to attack the virus.

Injecting food proteins, teaches the immune system to attack food.

Three weeks after a flu shot, if you breathed in a tiny sneeze droplet containing the flu virus, your immune system attacks it and protects you against the flu. You don't even notice the effect or you may have sneezed. However, if you could eat a sandwich sized serving of the virus, the ferocious immune response against such a massive invasion, would kill you.

You don't eat food in tiny sneeze droplet sized quantities. You eat them by the plateful. So when vaccines program your immune system to attack food, your immune system reacts ferociously due to the quantity of exposure. So food protein containing vaccines cause the development of life-threatening food allergy that kills by anaphylactic shock resulting from an overwhelming immune



attack against food.

So Natasha was not killed by Pret. She was killed by greedy vaccine makers who peddle food protein containing vaccines that have sickened millions with life-threatening food allergies. The incompetent Medicines and Healthcare products Regulatory Agency (MHRA) approved these unsafe vaccines.

## Technical details and references to the scientific literature

Levi-Schaffer et al.(1) write:

"In 1902, Richet and Portier tried to immunize a dog with a toxic sea anemone (*Actinia*) extract. However, to their surprise, the dog died 25 minutes after the second injection."

Today doctors do the exact same thing. They immunize children with numerous food proteins including peanut, milk, egg, soy, sesame, wheat, maize, gelatin, fish, beef proteins etc. (all contained in vaccines). Just like Richet's dog, millions of children predictably develop life-threatening food allergies to the above food items.

And doctors are still surprised when millions develop food allergies, just as Richet was, even after he taught and warned us about it a hundred years ago. Worse, doctors are taught in medical school that intramuscular injection of OVA (ovalbumin) causes IgE mediated OVA allergy and allergic asthma to OVA aerosol.

See pg. 157 of:

<https://s3-ap-southeast-1.amazonaws.com/erbuc/files/ecfc9e49-08e7-49c8-aa35-a6443470b5ef.pdf>

Incompetence does not even begin to describe the actions of the medical community.

The US National Academy of Medicine lists the numerous allergens contained in vaccines.

They include milk, soy, sesame, peanut, fish, beef, egg, gelatin etc.

[Finding a Path to Safety in Food Allergy](#),(2) p. 241

"Allergens in Vaccines, Medications, and Dietary Supplements

Physicians and patients with food allergy must consider potential food allergen exposures in vaccines, medications, and dietary supplement products (e.g., vitamins, probiotics), which are not regulated by labelling laws. Also, excipients (i.e., substances added to medications to improve various characteristics) may be food or derived from foods (Kelso, 2014). These include milk proteins; soy derivatives; oils from sesame, peanut, fish or soy; and beef or fish gelatin. The medications involved include vaccines; anesthetics; and oral, topical, and injected medications. With perhaps the exception of gelatin, reactions appear to be rare overall, likely because little residual protein is included in the final preparation of these items. The specific risk for each medication is not known.

Vaccines also may contain food allergens, such as egg protein or gelatin."

The US Institute of Medicine reviewed the entire literature from 1950 to 2011 and concluded that antigens in vaccines DO induce IgE mediated sensitization. In plain English, food proteins in vaccines cause the development of food allergy.

[Adverse Effects of Vaccines: Evidence and Causality](#),(3) p. 65 (pdf p. 94):

"Adverse events on our list thought to be due to IgE-mediated hypersensitivity reactions

Antigens in the vaccines that the committee is charged with reviewing do not typically elicit an immediate hypersensitivity reaction (e.g., hepatitis B surface antigen, toxoids, gelatin, ovalbumin, casamino acids). However, as will be discussed in subsequent chapters, the above-mentioned antigens do occasionally induce IgE-mediated sensitization in some individuals and subsequent hypersensitivity reactions, including anaphylaxis."

Ovalbumin above is an egg protein. Casamino acids are cow's milk derived proteins.

Injecting egg proteins causes IgE mediated sensitization to egg - egg allergy.(4,5)

Injecting gelatin causes IgE mediated sensitization to gelatin - gelatin allergy.(6,7)

Injecting hepatitis B surface antigen the same.(8)

Injecting influenza virus proteins(9–12), toxoids(13), dengue virus(14,15), bee venom(16), the same result.

Injecting horses with bovine serum albumin (BSA) causes the development of allergy to BSA.(17)

Doctors ignore all this evidence and continue to sicken millions of children with food protein containing vaccines. When someone points this out, s/he is labeled a "conspiracy theorist".

How many more children have to die before these criminals are held accountable?

How long are the innocent Prets of the world going to be scapegoats for the crimes committed by vaccine makers and the MHRA?

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3. Clayton EW, Rusch E, Ford A, Stratton K. Adverse Effects of Vaccines:: Evidence and Causality. National Academies Press; 2012.
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**\*\*THIS EMAIL IS FROM AN EXTERNAL SENDER OUTSIDE OF THE CITY.**

**Be cautious before clicking links or opening attachments from unknown sources. Do not provide personal or confidential information.\*\***

**From:** Pam Leissner  
**Sent:** Friday, May 24, 2019 11:03 AM  
**To:** Adam Hamilton; Adrain Garcia; Amy Schutz; Ashley Marsh; Barbara Dreeben (babby1@me.com); Barbara Joritsma; Bates, Dan (dbates@swri.org); Becky Cedillo (beckycedillo@hotmail.com); Bill Balthrope; Bill Hinchey, M.D. (wwhinch@aol.com); Bill Moll (wgmoll@aol.com); billrasco@me.com; Blair Labatt (blabatt@labattfood.com); Bob Shemwell; Brenda Vickrey Johnson; Byran Alsip, (bryan.alsip@uhs-sa.com); Camilla Parker (cmuellerparker@aol.com); Chris Ramirez; Christopher Sandles; Connie Gilbert; Curt Anastasio; David Shulman (dshul65729@aol.com); David Young (dgy3md@gmail.com); Dick Schlosberg (dickschlosberg@vip.cgn.net); Donna Hunt; Doucet Pat; Downing Jr, Walt D. (walt.downing@swri.org); Dr. Marvin Smith III (jmsiii@heartrepair.net); Ed Kelley (edkelley@satx.rr.com); Ed Rice; Elizabeth Crawford; Elizabeth Lende; Elizabeth Torres; Emerson, Arthur (arthur@klrn.org); Gabi Niederauer; George Hernandez (george.hernandez@uhs-sa.com); Harriet Helmle (harriet.helmle@covenantmfo.com); Harry Schwethelm; Ivy, Evelyn (evelyn.ivy@nortonrosefulbright.com); Jack Meyer (jhkmeyer@swbell.net); JeLynne Burley; Jenna Saucedo-Herrera; Jennifer Armstrong; Jessica Cox (City Council); Jim Dublin; Jim Gorman; Jim Reed; Joe Krier (jkrier@swbell.net); Joe McFarlane (jmc1@swbell.net); Joe McKinney; Johnna Nieto; jrharig@gmail.com; Katherine Hacker; Ken Trevett; Kim Motz; Kristen Martinez; Lami Powlesland; Larry Schlesinger; Laura Van Story; Lee, Milton (mbl442@gmail.com); Leticia Mond; Linda Hummel (lhummel@swbc.com); Linda Rodriguez; Lisa Friel; Lon Smith (lon.smith@stoh.com); Louise Beldon (louise.beldon@beldon.com); Madeline Anz Slay; Manny Pelaez (City Council); Marian Braggs; Mario Barrera; Mark Carvajal; Martin Landon (martin.landon@biobridgeglobal.org); Martinez, Mireya; Mary Arno (drmharno@swbell.net); Mike Kreager (mkreager@kreagermitchell.com); Monica Stackpole (mstackpole@broadwaybank.com); Nelson Wolff (nwolff@co.bexar.tx.us); Norma Duran; Olga San Miguel; P.J. Pfeiffer; Palmer Moe (pmoe@txmoe.com); Pam Leissner; Pat Frost; Paula Gold-Williams; Pete Smith (hpsmith@satx.rr.com); Peter Hennessey (ep3@gpmlife.com); Peter Wald (peter.wald@usaa.com); Pfeiffer, Philip (philip.pfeiffer@nortonrosefulbright.com); Phyllis Browning (pbrowning@phyllisbrowning.com); Phyllis Siegel (psiegel@biodevcorp.com); Ray Berend (ray.berend@outlook.com); Ray Carvajal; retiredsdg@gmail.com; Richard Goldsmith (rgoldsmith@saafdn.org); Richard Perez (rperez@sachamber.org); Ron Nirenberg (Mayor); Rosa Reeve; Scofield, George (george.scofield@nortonrosefulbright.com); Smith, Paul (phsmith435@gmail.com); Stephanie Chandler; Steve Davis MD; Taylor Eighmy; Tina Boldt (tina.boldt@biobridgeglobal.org); Tom Mayes; Vicki Vickers, DDS; Walter "Bo" McAllister (bomcallister@sbcglobal.net); Warren Branch DDS; Wayne Alexander (wayalex@sbcglobal.net); William Henrich (henrich@uthscsa.edu); Yesika Gonzalez; Yoli Anderson (andersonyoli@yahoo.com); Yvonne DeLeon  
**Subject:** [EXTERNAL] Board Meeting Packet, Audit and Forms 990  
**Attachments:** 2018 draft\_SAMF FUND.pdf; 2018 SAMF Draft CC (secured).pdf; BOT Packet

Attached are the Board packet, the 2018 Audit and the SAMF and SAMF Fund 990s for your review prior to the Board meeting to be held at 11:45 on Tuesday, June 4, at LaQuinta at 4431 Horizon Hill Blvd.

If you have not already let me know whether or not you are planning to attend the Board meeting, please do so no later than noon on Wednesday, May 29<sup>th</sup>.

Thanks and have a great Memorial Day weekend!

*Pam Leissner  
Director, Board and Public Relations  
San Antonio Medical Foundation  
PO Box 29736  
San Antonio, TX 78229  
(210) 614-3724 Main  
(210) 614-3728 Direct  
(210) 614-3726 Fax  
(210) 854-0694 Cell*

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**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

**2018****Open to Public Inspection**Department of the Treasury  
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

<b>A</b> For the 2018 calendar year, or tax year beginning , 2018, and ending , 20																									
<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2"><b>C</b> Name of organization SAN ANTONIO MEDICAL FOUNDATION</td> <td><b>D</b> Employer identification number 74-1366280</td> </tr> <tr> <td colspan="2">Doing business as</td> <td rowspan="3"><b>E</b> Telephone number (210) 614-3724</td> </tr> <tr> <td>Number and street (or P.O. box if mail is not delivered to street address)</td> <td>Room/suite</td> </tr> <tr> <td colspan="2">P O BOX 29736</td> </tr> <tr> <td colspan="2">City or town, state or province, country, and ZIP or foreign postal code SAN ANTONIO, TX 78229</td> <td rowspan="2"><b>G</b> Gross receipts \$ 1,085,648.</td> </tr> <tr> <td colspan="2"><b>F</b> Name and address of principal officer: JAMES R REED P O BOX 29736, SAN ANTONIO, TX 78229</td> </tr> <tr> <td colspan="2"> <b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527         </td> <td> <b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No          If "No," attach a list. (see instructions)       </td> </tr> <tr> <td colspan="2"><b>J</b> Website: ▶ SAMEDFOUNDATION.ORG</td> <td><b>H(c)</b> Group exemption number ▶</td> </tr> <tr> <td colspan="2"><b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶</td> <td><b>L</b> Year of formation: 1947 <b>M</b> State of legal domicile: TX</td> </tr> </table>	<b>C</b> Name of organization SAN ANTONIO MEDICAL FOUNDATION		<b>D</b> Employer identification number 74-1366280	Doing business as		<b>E</b> Telephone number (210) 614-3724	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	P O BOX 29736		City or town, state or province, country, and ZIP or foreign postal code SAN ANTONIO, TX 78229		<b>G</b> Gross receipts \$ 1,085,648.	<b>F</b> Name and address of principal officer: JAMES R REED P O BOX 29736, SAN ANTONIO, TX 78229		<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)	<b>J</b> Website: ▶ SAMEDFOUNDATION.ORG		<b>H(c)</b> Group exemption number ▶	<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L</b> Year of formation: 1947 <b>M</b> State of legal domicile: TX
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**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: THE MISSION OF THE SAN ANTONIO MEDICAL FOUNDATION IS TO IMPROVE HEALTH CARE, ADVANCE BIOMEDICAL SCIENCE, AND PROVIDE LEADERSHIP & ACTIVE STEWARDSHIP OF OUR LAND AND OTHER ASSETS.		
	<b>2</b> Check this box <input checked="" type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	40.
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	40.
	<b>5</b>	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	2.
	<b>6</b>	Total number of volunteers (estimate if necessary)	66.
		<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	0.
	<b>b</b> Net unrelated business taxable income from Form 990-T, line 38	798.	
<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	61,822.
	<b>9</b>	Program service revenue (Part VIII, line 2g)	0.
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	11,692,898.
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,244,076.
	<b>12</b>	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	12,998,796.
<b>Expenses</b>	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	6,848,450.
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)	0.
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	330,878.
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)	0.
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ 26,369.	276,150.
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	657,621.
	<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	393,285.
	<b>19</b> Revenue less expenses. Subtract line 18 from line 12	7,836,949.	
		5,161,847.	
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	71,561.
	<b>21</b>	Total liabilities (Part X, line 26)	23,449,052.
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	8,720,260.
			73,009.
		23,376,043.	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	<b>Signature of officer</b>	JAMES R REED	PRESIDENT	<b>Date</b> 05/31/2019
	<b>Type or print name and title</b>			
<b>Paid Preparer Use Only</b>	<b>Print/Type preparer's name</b>	<b>Preparer's signature</b>	<b>Date</b>	<b>Check</b> <input type="checkbox"/> <b>if self-employed</b> <b>PTIN</b> P00665358
	<b>Firm's name</b> ▶ BDO USA LLP	<b>Firm's EIN</b> ▶ 13-5381590		
	<b>Firm's address</b> ▶ 9901 IH-10, SUITE 500 SAN ANTONIO, TX 78230		<b>Phone no.</b> 210-342-8000	

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2018)

**Part III** Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐ Yes ☒ No**1** Briefly describe the organization's mission:

THE MISSION OF THE SAN ANTONIO MEDICAL FOUNDATION IS TO IMPROVE  
HEALTH CARE, ADVANCE BIOMEDICAL SCIENCE, AND ENHANCE COMMUNITY  
WELL-BEING BY PROVIDING LEADERSHIP & ACTIVE STEWARDSHIP OF OUR LAND  
AND OTHER ASSETS.

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code: ) (Expenses \$ 850,942. including grants of \$ 276,150. ) (Revenue \$ 981,781. )

THE FOUNDATION PROMOTES AND PROVIDES ASSISTANCE IN THE  
ESTABLISHMENT, SUPPORT, AND MAINTENANCE OF NOT-FOR-PROFIT HEALTH  
CARE FACILITIES. IT ALSO PROMOTES AND PROVIDES ASSISTANCE IN  
HEALTH CARE EDUCATION. ORGANIZATIONS THAT MEET THE ABOVE CRITERIA  
MAY SUBMIT A LETTER OF INTENT TO THE LAND USE COMMITTEE, WHO  
RECOMMENDS THE ORGANIZATION TO THE BOARD OF TRUSTEES. THE BOARD OF  
THE TRUSTEES GRANTS APPROVAL FOR ALL QUALIFIED LAND REQUESTS AND  
OTHER PROGRAM SERVICE DISBURSEMENTS. DURING 2017, THE ESTIMATED  
VALUE OF DONATED LEASES FOR MEDICAL ORGANIZATIONS WAS \$2,132,375.  
IN AN EFFORT TO PROMOTE HEALTH AND WELLNESS, A WALKING/JOGGING  
TRAIL IS AVAILABLE FOR USE BY THE GENERAL PUBLIC. (SEE SCHEDULE O)

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4d** Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses ► 850,942.



**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A. . . . .	<b>1</b>	X
<b>2</b> Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? . . . . .	<b>2</b>	X
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I. . . . .	<b>3</b>	X
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II. . . . .	<b>4</b>	X
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III. . . . .	<b>5</b>	X
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I. . . . .	<b>6</b>	X
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II. . . . .	<b>7</b>	X
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III. . . . .	<b>8</b>	X
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV. . . . .	<b>9</b>	X
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V. . . . .	<b>10</b>	X
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI. . . . .	<b>11a</b>	X
<b>b</b> Did the organization report an amount for investments-other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII. . . . .	<b>11b</b>	X
<b>c</b> Did the organization report an amount for investments-program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII. . . . .	<b>11c</b>	X
<b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX. . . . .	<b>11d</b>	X
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X. . . . .	<b>11e</b>	X
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X. . . . .	<b>11f</b>	X
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII. . . . .	<b>12a</b>	X
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional. . . . .	<b>12b</b>	X
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E. . . . .	<b>13</b>	X
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? . . . . .	<b>14a</b>	X
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV. . . . .	<b>14b</b>	X
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV. . . . .	<b>15</b>	X
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV. . . . .	<b>16</b>	X
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions). . . . .	<b>17</b>	X
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II. . . . .	<b>18</b>	X
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III. . . . .	<b>19</b>	X
<b>20a</b> Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H. . . . .	<b>20a</b>	X
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .	<b>20b</b>	
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II. . . . .	<b>21</b>	X

**Part IV Checklist of Required Schedules (continued)**

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III . . . . .</i>		X
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J . . . . .</i>	X	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . . .</i>		X
<b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .		
<b>24c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .		
<b>24d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I . . . . .</i>		X
<b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I . . . . .</i>		X
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II . . . . .</i>		X
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III . . . . .</i>		X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>28a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . . .</i>		X
<b>28b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . . .</i>		X
<b>28c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV . . . . .</i>		X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M . . . . .</i>		X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M . . . . .</i>		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I . . . . .</i>		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II . . . . .</i>	X	
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I . . . . .</i>		X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1 . . . . .</i>	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .	X	
<b>35b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2 . . . . .</i>		X
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 . . . . .</i>		X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI . . . . .</i>		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.		X

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V. ☐

	Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable . . . . . <b>1a</b> 6		
<b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . . <b>1b</b> 0.		
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . . <b>1c</b> X	X	

**Part V** Statements Regarding Other IRS Filings and Tax Compliance (continued)

	Yes	No
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. <b>2a</b> 2		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	X	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O		
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
<b>b</b> If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?		
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year <b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
<b>9 Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
<b>10 Section 501(c)(7) organizations.</b> Enter:		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 <b>10a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities <b>10b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter:		
<b>a</b> Gross income from members or shareholders <b>11a</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) <b>11b</b>		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year <b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.		
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans <b>13b</b>		
<b>c</b> Enter the amount of reserves on hand <b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?		X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.		X
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		X

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.Check if Schedule O contains a response or note to any line in this Part VI ☒ X**Section A. Governing Body and Management**

	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year . . . . . If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	40	
<b>1b</b> Enter the number of voting members included in line 1a, above, who are independent . . . . .	40	
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .		X
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? . .		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .		X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets? . . .		X
<b>6</b> Did the organization have members or stockholders? . . . . .		X
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .		X
<b>7b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .		X
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b> The governing body? . . . . .	X	
<b>b</b> Each committee with authority to act on behalf of the governing body? . . . . .	X	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates? . . . . .		X
<b>10b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . .		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? .	X	
<b>11b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	X	
<b>12b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	X	
<b>12c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	X	
<b>13</b> Did the organization have a written whistleblower policy? . . . . .	X	
<b>14</b> Did the organization have a written document retention and destruction policy? . . . . .	X	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b> The organization's CEO, Executive Director, or top management official . . . . .	X	
<b>b</b> Other officers or key employees of the organization . . . . .		X
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .		X
<b>16b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .		

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed ►
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►

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**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) GEORGE SCOFIELD CHAIR	7.00 0.	X		X				0.	0.	0.
(2) STEPHANIE CHANDLER VICE CHAIR	2.00 0.	X		X				0.	0.	0.
(3) DENISE GREEN TREASURER	1.50 0.	X		X				0.	0.	0.
(4) PAT GOYNES SECRETARY	1.50 0.	X		X				0.	0.	0.
(5) LISA FRIEL CHAIR-ELECT	4.00 0.	X		X				0.	0.	0.
(6) BRYAN J. ALSIP, MD, MPH PAST CHAIR	1.50 0.	X		X				0.	0.	0.
(7) WARREN BRANCH, D.D.S. TRUSTEE	1.50 0.	X						0.	0.	0.
(8) JELYNNE LEBLANC BURLEY TRUSTEE	1.50 0.	X						0.	0.	0.
(9) MARK CARVAJAL TRUSTEE	1.50 0.	X						0.	0.	0.
(10) REBECCA CEDILLO TRUSTEE	1.50 0.	X						0.	0.	0.
(11) ELIZABETH CRAWFORD TRUSTEE	1.50 0.	X						0.	0.	0.
(12) STEVEN DAVIS, MD TRUSTEE	1.50 0.	X						0.	0.	0.
(13) PAT FROST TRUSTEE	1.50 0.	X						0.	0.	0.
(14) PHYLLIS GALLAY TRUSTEE	1.50 0.	X						0.	0.	0.

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
( 15) CONNIE GILBERT ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 16) PAULA GOLD-WILLIAMS ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 17) DAN GOODGAME ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 18) LINDA HUMMEL ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 19) JOE KRIER ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 20) TOM MAYES, MD, M.B.A. ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 21) JOE MCKINNEY ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 22) THOMAS MENGLER, J.D. ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 23) WILLIAM G MOLL ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 24) LETICIA MOND ----- TRUSTEE	1.50 0.	X						0.	0.	0.
( 25) GABRIELE NIEDERAUER, PHD ----- TRUSTEE	1.50 0.	X						0.	0.	0.
<b>1b Sub-total</b> . . . . .								0.	0.	0.
<b>c Total from continuation sheets to Part VII, Section A</b> . . . . .								209,417.	0.	28,132.
<b>d Total (add lines 1b and 1c)</b> . . . . .								209,417.	0.	28,132.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **1**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization **0**.



**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b>	Federated campaigns . . . . .	<b>1a</b>				
	<b>b</b>	Membership dues . . . . .	<b>1b</b>				
	<b>c</b>	Fundraising events . . . . .	<b>1c</b>				
	<b>d</b>	Related organizations . . . . .	<b>1d</b>				
	<b>e</b>	Government grants (contributions) . .	<b>1e</b>				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above .	<b>1f</b>	57,850.			
	<b>g</b>	Noncash contributions included in lines 1a-1f: \$ . . . . .					
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶		57,850.			
<b>Program Service Revenue</b>				<b>Business Code</b>			
	<b>2a</b>						
	<b>b</b>						
	<b>c</b>						
	<b>d</b>						
	<b>e</b>						
	<b>f</b>	All other program service revenue . . . . .					
	<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶		0.			
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest, and other similar amounts). . . . . ▶		-11,824.			-11,824.
	<b>4</b>	Income from investment of tax-exempt bond proceeds . ▶		0.			
	<b>5</b>	Royalties . . . . . ▶		0.			
				(i) Real	(ii) Personal		
	<b>6a</b>	Gross rents . . . . .	1,014,622.				
	<b>b</b>	Less: rental expenses . . . . .	12,245.				
	<b>c</b>	Rental income or (loss) . . . . .	1,002,377.				
	<b>d</b>	Net rental income or (loss) . . . . . ▶	1,002,377.	981,781.		20,596.	
	<b>7a</b>	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
				25,000.			
	<b>b</b>	Less: cost or other basis and sales expenses . . . . .		19,554.			
	<b>c</b>	Gain or (loss) . . . . .		5,446.			
	<b>d</b>	Net gain or (loss) . . . . . ▶	5,446.			5,446.	
	<b>8a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 . . . . . <b>a</b>	0.				
	<b>b</b>	Less: direct expenses . . . . . <b>b</b>	0.				
	<b>c</b>	Net income or (loss) from fundraising events . . . . . ▶	0.				
	<b>9a</b>	Gross income from gaming activities. See Part IV, line 19 . . . . . <b>a</b>	0.				
	<b>b</b>	Less: direct expenses . . . . . <b>b</b>	0.				
	<b>c</b>	Net income or (loss) from gaming activities . . . . . ▶	0.				
	<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . . <b>a</b>	0.				
<b>b</b>	Less: cost of goods sold . . . . . <b>b</b>	0.					
<b>c</b>	Net income or (loss) from sales of inventory . . . . . ▶	0.					
<b>Miscellaneous Revenue</b>			<b>Business Code</b>				
<b>11a</b>							
<b>b</b>							
<b>c</b>							
<b>d</b>	All other revenue . . . . .						
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶		0.				
<b>12</b>	<b>Total revenue.</b> See instructions. . . . . ▶		1,053,849.	981,781.		14,218.	



**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☒ X**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	276,150.	276,150.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .	0.			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .	0.			
4 Benefits paid to or for members . . . . .	0.			
5 Compensation of current officers, directors, trustees, and key employees . . . . .	237,549.	201,917.	23,755.	11,877.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0.			
7 Other salaries and wages . . . . .	46,691.	35,018.	9,338.	2,335.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	11,405.	9,409.	1,426.	570.
9 Other employee benefits . . . . .	518.	427.	65.	26.
10 Payroll taxes . . . . .	16,690.	13,769.	2,086.	835.
11 Fees for services (non-employees):				
a Management . . . . .	0.			
b Legal . . . . .	27,116.	27,116.		
c Accounting . . . . .	0.			
d Lobbying . . . . .	0.			
e Professional fundraising services. See Part IV, line 17.	0.			
f Investment management fees . . . . .	0.			
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . . . . .	0.			
12 Advertising and promotion . . . . .	26,299.	17,620.		8,679.
13 Office expenses . . . . .	20,750.		20,750.	
14 Information technology. . . . .	0.			
15 Royalties. . . . .	0.			
16 Occupancy . . . . .	0.			
17 Travel . . . . .	0.			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0.			
19 Conferences, conventions, and meetings . . . . .	0.			
20 Interest . . . . .	0.			
21 Payments to affiliates. . . . .	0.			
22 Depreciation, depletion, and amortization . . . . .	40,939.	30,704.	8,188.	2,047.
23 Insurance . . . . .	6,661.	4,463.	2,198.	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PROPERTIES MAINTENANCE	77,940.	77,940.		
b HEALTHY KIDS INITIATIVE	50,000.	50,000.		
c BIOSCIENCE RESEARCH DATABASE	2,520.	2,520.		
d HEALTH ISSUES EVENT	-4,944.	-4,944.		
e All other expenses <u>ATCH 1</u>	146,004.	108,833.	37,171.	
<b>25 Total functional expenses.</b> Add lines 1 through 24e	982,288.	850,942.	104,977.	26,369.
<b>26 Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .	0.			

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing . . . . .	531,341.	<b>1</b>	264,773.
	<b>2</b> Savings and temporary cash investments . . . . .	393,714.	<b>2</b>	0.
	<b>3</b> Pledges and grants receivable, net . . . . .	0.	<b>3</b>	0.
	<b>4</b> Accounts receivable, net . . . . .	0.	<b>4</b>	47,424.
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .	0.	<b>5</b>	0.
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L . . . . .	0.	<b>6</b>	0.
	<b>7</b> Notes and loans receivable, net . . . . .	0.	<b>7</b>	0.
	<b>8</b> Inventories for sale or use . . . . .	0.	<b>8</b>	0.
	<b>9</b> Prepaid expenses and deferred charges . . . . .	15,000.	<b>9</b>	40,901.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .	<b>10a</b> 8,725,022.		
	<b>b</b> Less: accumulated depreciation. . . . .	<b>10b</b> 357,860.		
	<b>11</b> Investments - publicly traded securities . . . . .	8,989,948.	<b>10c</b>	8,367,162.
	<b>12</b> Investments - other securities. See Part IV, line 11 . . . . .	4,001,254.	<b>11</b>	0.
	<b>13</b> Investments - program-related. See Part IV, line 11 . . . . .	9,517,795.	<b>12</b>	0.
	<b>14</b> Intangible assets . . . . .	0.	<b>13</b>	0.
	<b>15</b> Other assets. See Part IV, line 11 . . . . .	0.	<b>14</b>	0.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	23,449,052.	<b>15</b>	0.	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	23,449,052.	<b>16</b>	8,720,260.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	16,346.	<b>17</b>	1,674.
	<b>18</b> Grants payable . . . . .	45,000.	<b>18</b>	0.
	<b>19</b> Deferred revenue . . . . .	11,663.	<b>19</b>	12,163.
	<b>20</b> Tax-exempt bond liabilities . . . . .	0.	<b>20</b>	0.
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .	0.	<b>21</b>	0.
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .	0.	<b>22</b>	0.
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	0.	<b>23</b>	0.
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .	0.	<b>24</b>	0.
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . .	0.	<b>25</b>	0.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25. . . . .	73,009.	<b>26</b>	13,837.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	22,300,443.	<b>27</b>	8,706,423.
	<b>28</b> Temporarily restricted net assets . . . . .	569,345.	<b>28</b>	0.
	<b>29</b> Permanently restricted net assets . . . . .	506,255.	<b>29</b>	0.
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
	<b>33</b> Total net assets or fund balances . . . . .	23,376,043.	<b>33</b>	8,706,423.
	<b>34</b> Total liabilities and net assets/fund balances . . . . .	23,449,052.	<b>34</b>	8,720,260.

Form **990** (2018)

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI. ☒ **X**

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12) . . . . .	<b>1</b>	1,053,849.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25) . . . . .	<b>2</b>	982,288.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1 . . . . .	<b>3</b>	71,561.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . . . .	<b>4</b>	23,376,043.
<b>5</b>	Net unrealized gains (losses) on investments . . . . .	<b>5</b>	0.
<b>6</b>	Donated services and use of facilities . . . . .	<b>6</b>	0.
<b>7</b>	Investment expenses . . . . .	<b>7</b>	0.
<b>8</b>	Prior period adjustments . . . . .	<b>8</b>	0.
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O) . . . . .	<b>9</b>	-14,741,181.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) . . . . .	<b>10</b>	8,706,423.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☐

- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
☐ Separate basis ☐ Consolidated basis ☒ Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
<b>2a</b>		X
<b>2b</b>	X	
<b>2c</b>	X	
<b>3a</b>		
<b>3b</b>		

Form **990** (2018)

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Employer identification number

74-1366280

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10 ☐ An organization that normally receives: (1) more than 33 1/3 % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3 % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations . . . . .
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2018

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**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .	63,024.	79,059.	73,375.	61,822.	57,850.	335,130.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						0.
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .	27,240.	29,986.	40,100.	47,910.	44,550.	189,786.
<b>4 Total.</b> Add lines 1 through 3. . . . .	90,264.	109,045.	113,475.	109,732.	102,400.	524,916.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f). . . . .						0.
<b>6 Public support.</b> Subtract line 5 from line 4 . . . . .						524,916.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>7</b> Amounts from line 4. . . . .	90,264.	109,045.	113,475.	109,732.	102,400.	524,916.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .	434,081.	443,583.	528,037.	460,531.	8,772.	1,874,802.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						0.
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						0.
<b>11 Total support.</b> Add lines 7 through 10 . . . . .						2,399,718.
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					<b>12</b>	5,535,391.
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)). . . . .	<b>14</b>	21.87%
<b>15</b> Public support percentage from 2017 Schedule A, Part II, line 14 . . . . .	<b>15</b>	18.27%
<b>16a 33 1/3 % support test - 2018.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3 % or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization. . . . . <input type="checkbox"/>		
<b>b 33 1/3 % support test - 2017.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3 % or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . . <input type="checkbox"/>		
<b>17a 10%-facts-and-circumstances test - 2018.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here</b> . Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization. . . . . <input checked="" type="checkbox"/>		
<b>b 10%-facts-and-circumstances test - 2017.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here</b> . Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . <input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . <input type="checkbox"/>		

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.  
If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . .						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>6 Total.</b> Add lines 1 through 5 . . . . .						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . . .						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . . .						
<b>c</b> Add lines 7a and 7b. . . . .						
<b>8 Public support.</b> (Subtract line 7c from line 6.) . . . . .						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>9</b> Amounts from line 6. . . . .						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .						
<b>c</b> Add lines 10a and 10b . . . . .						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on. . . . .						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . . .						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) . . . . .	<b>15</b>	%
<b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15 . . . . .	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2018</b> (line 10c, column (f), divided by line 13, column (f)). . . . .	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2017</b> Schedule A, Part III, line 17 . . . . .	<b>18</b>	%

**19a 33 1/3 % support tests - 2018.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3 %, and line 17 is not more than 33 1/3 %, check this box and **stop here**. The organization qualifies as a publicly supported organization . ☐

**b 33 1/3 % support tests - 2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3 %, and line 18 is not more than 33 1/3 %, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► ☐

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
<b>b</b> A family member of a person described in (a) above?		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in <b>Part VI</b> .		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).			
<b>2</b> Activities Test. Answer (a) and (b) below.		Yes	No
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI</b> identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in <b>Part VI</b> .			
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.			



**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
<b>1</b> Net short-term capital gain	<b>1</b>		
<b>2</b> Recoveries of prior-year distributions	<b>2</b>		
<b>3</b> Other gross income (see instructions)	<b>3</b>		
<b>4</b> Add lines 1 through 3.	<b>4</b>		
<b>5</b> Depreciation and depletion	<b>5</b>		
<b>6</b> Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	<b>6</b>		
<b>7</b> Other expenses (see instructions)	<b>7</b>		
<b>8 Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	<b>8</b>		
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
<b>1</b> Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
<b>a</b> Average monthly value of securities	<b>1a</b>		
<b>b</b> Average monthly cash balances	<b>1b</b>		
<b>c</b> Fair market value of other non-exempt-use assets	<b>1c</b>		
<b>d Total</b> (add lines 1a, 1b, and 1c)	<b>1d</b>		
<b>e Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):			
<b>2</b> Acquisition indebtedness applicable to non-exempt-use assets	<b>2</b>		
<b>3</b> Subtract line 2 from line 1d.	<b>3</b>		
<b>4</b> Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	<b>4</b>		
<b>5</b> Net value of non-exempt-use assets (subtract line 4 from line 3)	<b>5</b>		
<b>6</b> Multiply line 5 by .035.	<b>6</b>		
<b>7</b> Recoveries of prior-year distributions	<b>7</b>		
<b>8 Minimum Asset Amount</b> (add line 7 to line 6)	<b>8</b>		
Section C - Distributable Amount			Current Year
<b>1</b> Adjusted net income for prior year (from Section A, line 8, Column A)	<b>1</b>		
<b>2</b> Enter 85% of line 1.	<b>2</b>		
<b>3</b> Minimum asset amount for prior year (from Section B, line 8, Column A)	<b>3</b>		
<b>4</b> Enter greater of line 2 or line 3.	<b>4</b>		
<b>5</b> Income tax imposed in prior year	<b>5</b>		
<b>6 Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	<b>6</b>		
<b>7</b> <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

Schedule A (Form 990 or 990-EZ) 2018

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions		Current Year	
1	Amounts paid to supported organizations to accomplish exempt purposes		
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
3	Administrative expenses paid to accomplish exempt purposes of supported organizations		
4	Amounts paid to acquire exempt-use assets		
5	Qualified set-aside amounts (prior IRS approval required)		
6	Other distributions (describe in <b>Part VI</b> ). See instructions.		
7	<b>Total annual distributions.</b> Add lines 1 through 6.		
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.		
9	Distributable amount for 2018 from Section C, line 6		
10	Line 8 amount divided by line 9 amount		

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1	Distributable amount for 2018 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2018 (reasonable cause required - explain in <b>Part VI</b> ). See instructions.			
3	Excess distributions carryover, if any, to 2018			
a	From 2013 . . . . .			
b	From 2014 . . . . .			
c	From 2015 . . . . .			
d	From 2016 . . . . .			
e	From 2017 . . . . .			
f	<b>Total</b> of lines 3a through e			
g	Applied to underdistributions of prior years			
h	Applied to 2018 distributable amount			
i	Carryover from 2013 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2018 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2018 distributable amount			
c	Remainder. Subtract lines 4a and 4b from 4.			
5	Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
6	Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
7	<b>Excess distributions carryover to 2019.</b> Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2014 . . . .			
b	Excess from 2015 . . . .			
c	Excess from 2016 . . . .			
d	Excess from 2017 . . . .			
e	Excess from 2018 . . . .			

Schedule A (Form 990 or 990-EZ) 2018

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

FORM 990, SCHEDULE A, PART II, LINE 17A

THE SAN ANTONIO MEDICAL FOUNDATION AND ITS BOARD MEMBERS ACTIVELY SEEK CONTRIBUTIONS FROM THE PUBLIC. IT IS GOVERNED BY A BOARD THAT REPRESENTS A CROSS-SECTION OF THE SAN ANTONIO AREA. IN 2009, IT CREATED A WALKING AND JOGGING TRAIL THAT IS AVAILABLE TO THE PUBLIC FOR ITS HEALTH AND WELLNESS. THE TRAIL SERVES APPROXIMATELY 10,000 PEOPLE PER QUARTER. THE HEALTHY KIDS PROJECT IS FOCUSED ON REDUCING OBESITY IN GRADES K-2 AND WAS PRODUCED IN CONJUNCTION WITH PUBLIC TELEVISION. THIS PROJECT CONSISTS OF INTERSTITIALS (COMMERCIALS) BETWEEN CHILDREN'S EDUCATIONAL PROGRAMS AND DOWNLOADABLE LESSON PLANS FOR USE IN CLASSROOMS AND HOME LOAN. LESSONS INCLUDE SHORT VIDEOS, SONGS AND CHANTS THAT THE STUDENTS CAN LEARN QUICKLY AND EASILY AND ARE AVAILABLE IN ENGLISH AND SPANISH.

IN 2015, THE FOUNDATION HAS CONDITIONALLY COMMITTED TO FUND UP TO \$200,000 (TO BE PAID IN INCREMENTS OF \$100,000 OR \$50,000) OVER A PERIOD OF THREE YEARS TO THE ECUMENICAL CENTER TO BE USED FOR THE MEDITATION GARDEN AND FUTURE STAGES OF THE OUTDOOR THERAPY AREAS AND SPACES. THE PAYMENTS OF THESE GRANT AMOUNTS ARE CONTINGENT UPON THE ECUMENICAL CENTER RAISING MATCHING FUNDS. AS OF DECEMBER 31, 2017 AND 2016 CONDITIONS WERE MET AND THE FOUNDATION RECORDED \$50,000 AND \$100,000 IN EXPENSES, WHICH IS INCLUDED IN THE OTHER PROGRAM EXPENSES ON THE STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS AND ALSO ON GENERAL GRANTS EXPENSES ON THE STATEMENTS OF FUNCTIONAL EXPENSES. TOTAL FUTURE MAXIMUM FUNDING FROM THE FOUNDATION ON THIS COMMITMENT TOTAL \$50,000 IN 2018.

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

THE FOUNDATION HAS COMMITTED TO FUND UP TO \$135,000 (TO BE PAID IN  
INCREMENTS OF \$45,000) OVER A PERIOD OF THREE YEARS TO THE RONALD  
MCDONALD HOUSE TO BE USED FOR CONSTRUCTION OF CERTAIN AMENITIES. AMOUNTS  
DUE IN FUTURE YEARS ARE INCLUDED IN GRANTS PAYABLE ACCOUNT IN THE  
STATEMENTS OF FINANCIAL POSITION.

draft

**Schedule of Contributors**

OMB No. 1545-0047

**2018**

▶ **Attach to Form 990, Form 990-EZ, or Form 990-PF.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Employer identification number

74-1366280

**Organization type** (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization **SAN ANTONIO MEDICAL FOUNDATION**Employer identification number  
**74-1366280****Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	VAUGHN CONSTRUCTION 10355 WESTPARK DR. HOUSTON, TX 77042	\$ 5,000.	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

**Part II** **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

[illegible]

Name of organization **SAN ANTONIO MEDICAL FOUNDATION**

Employer identification number

74-1366280

**Part III** **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor.** Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) ► \$ \_\_\_\_\_

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee



SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Supplemental Financial Statements

▶ Complete if the organization answered "Yes" on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Employer identification number

74-1366280

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year . . . . .		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year) . .		
4 Aggregate value at end of year . . . . .		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).	
<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements . . . . .	2a
b Total acreage restricted by conservation easements . . . . .	2b
c Number of conservation easements on a certified historic structure included in (a) . . . . .	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register . . . . .	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶	
4 Number of states where property subject to conservation easement is located ▶	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:	
(i) Revenue included on Form 990, Part VIII, line 1. . . . .	▶ \$
(ii) Assets included in Form 990, Part X. . . . .	▶ \$
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:	
a Revenue included on Form 990, Part VIII, line 1. . . . .	▶ \$
b Assets included in Form 990, Part X. . . . .	▶ \$

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2018

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

**3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a** ☐ Public exhibition  
**b** ☐ Scholarly research  
**c** ☐ Preservation for future generations  
**d** ☐ Loan or exchange programs  
**e** ☐ Other \_\_\_\_\_

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

**5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . . . ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . . ☐ Yes ☐ No

**b** If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
<b>c</b> Beginning balance . . . . .	<b>1c</b>
<b>d</b> Additions during the year . . . . .	<b>1d</b>
<b>e</b> Distributions during the year . . . . .	<b>1e</b>
<b>f</b> Ending balance . . . . .	<b>1f</b>

**2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

**b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII . . . . . ☐

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance . . . . .					
<b>b</b> Contributions . . . . .					
<b>c</b> Net investment earnings, gains, and losses . . . . .					
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .					
<b>f</b> Administrative expenses . . . . .					
<b>g</b> End of year balance . . . . .					

**2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment ▶ \_\_\_\_\_ %  
**b** Permanent endowment ▶ \_\_\_\_\_ %  
**c** Temporarily restricted endowment ▶ \_\_\_\_\_ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** unrelated organizations . . . . .  
**(ii)** related organizations . . . . .

	Yes	No
<b>3a(i)</b>		
<b>3a(ii)</b>		
<b>b</b> If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? . . . . .		

**4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land . . . . .		6,188,308.		6,188,308.
<b>b</b> Buildings . . . . .		2,442,323.	270,610.	2,171,713.
<b>c</b> Leasehold improvements . . . . .				
<b>d</b> Equipment . . . . .				
<b>e</b> Other . . . . .		94,391.	87,250.	7,141.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) . . . . .				8,367,162.

Schedule D (Form 990) 2018

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives . . . . .		
(2) Closely-held equity interests . . . . .		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) ►		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) _____		
(2) _____		
(3) _____		
(4) _____		
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.) ►		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) _____	
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) . . . . . ►	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ►	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	3,291,752.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments . . . . .	<b>2a</b>	
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	2,386,527.
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.) . . . . .	<b>2d</b>	-148,624.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	2,237,903.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	1,053,849.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) . . . . .	<b>5</b>	1,053,849.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	3,909,021.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	2,386,527.
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.) . . . . .	<b>2d</b>	540,206.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	2,926,733.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	982,288.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) . . . . .	<b>5</b>	982,288.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE PAGE 5

**Part XIII Supplemental Information** (continued)

FORM 990, SCHEDULE D, PART X, LINE 2

THE FOUNDATION IS A NOT-FOR-PROFIT, SECTION 501(C)(3) ORGANIZATION. THE FOUNDATION ACCOUNTS FOR UNCERTAIN TAX POSITIONS, WHEN APPLICABLE, THROUGH THE PROVISIONS OF ASC 740-10-25. UNDER ASC 740-10-25, AN ORGANIZATION MUST RECOGNIZE THE TAX BENEFIT ASSOCIATED WITH TAX POSITIONS TAKEN FOR TAX RETURN PURPOSES WHEN IT IS MORE-LIKELY-THAN-NOT THAT THE POSITION WILL BE SUSTAINED. AT DECEMBER 31, 2018 AND 2017, NO UNCERTAIN TAX POSITIONS HAVE BEEN IDENTIFIED. THE FOUNDATION IS NO LONGER SUBJECT TO TAX EXAMINATIONS BY TAX AUTHORITIES FOR THE YEARS PRIOR TO 2015. IF APPLICABLE, INTEREST AND PENALTIES RELATED TO UNCERTAIN TAX POSITIONS WILL BE RECOGNIZED IN INCOME TAX EXPENSE. FOR THE YEARS ENDED DECEMBER 31, 2018 AND 2017, THE FOUNDATION DID NOT RECOGNIZE ANY RELATED INTEREST OR PENALTIES.

FORM 990, SCHEDULE D, PART XI, LINE 2D

SAMF FUND INCOME

FORM 990, SCHEDULE D, PART XII, LINE 4B

SAMF FUND EXPENSES

draft

SCHEDULE I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Employer identification number

74-1366280

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) MEDICAL CENTER ALLIANCE P O BOX 8278 SAN ANTONIO, TX 78208	74-2892751	501 (C) (3)	100,000.				TO ENHANCE THE SOUTH TEXAS MEDICAL CENTER
(2) UNIVERSITY OF TEXAS AT SAN ANTONIO ONE UTSA CIRCLE SAN ANTONIO, TX 78249	74-1717115	501 (C) (3)	150,000.				COLLABORATIVE RESEAR
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . . 2.
- 3 Enter total number of other organizations listed in the line 1 table . . . . .

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2018)

Part III

Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1					
2					
3					
4					
5					
6					
7					

Part IV

Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

FORM 990, SCHEDULE I, PART I, LINE 2

THERE ARE THREE SAN ANTONIO MEDICAL FOUNDATION BOARD MEMBERS WHO SIT ON  
THE MEDICAL CENTER ALLIANCE BOARD THAT MONITOR THE USE OF THE FUNDS.

SCHEDULE J  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees

- ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.  
▶ Attach to Form 990.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Employer identification number

74-1366280

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Compensation committee   | <input type="checkbox"/> Written employment contract                                |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study                               |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a Receive a severance payment or change-of-control payment?
- b Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a The organization?
- b Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a The organization?
- b Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III.

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b		
2		
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7		X
8		X
9		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2018



Schedule J (Form 990) 2018

Page **2****Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
JAMES R REED 1 PRESIDENT	(i)	153,417.	50,000.	6,000.	28,132.	0.	237,549.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
2	(i)							
	(ii)							
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

Schedule J (Form 990) 2018

JSA

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**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

draft

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**Part I Liquidation, Termination, or Dissolution (continued)**

**Note:** If the organization distributed all of its assets during the tax year, then Form 990, Part X, column (B), line 16 (Total assets), and line 26 (Total liabilities), should equal -0-.

<b>3</b>	Did the organization distribute its assets in accordance with its governing instrument(s)? If "No," describe in Part III . . . . .	<b>3</b>		<b>Yes</b>	<b>No</b>
<b>4a</b>	Is the organization required to notify the attorney general or other appropriate state official of its intent to dissolve, liquidate, or terminate? . . . . .	<b>4a</b>			
<b>b</b>	If "Yes," did the organization provide such notice? . . . . .	<b>4b</b>			
<b>5</b>	Did the organization discharge or pay all of its liabilities in accordance with state laws? . . . . .	<b>5</b>			
<b>6a</b>	Did the organization have any tax-exempt bonds outstanding during the year? . . . . .	<b>6a</b>			
<b>b</b>	If "Yes" to line 6a, did the organization discharge or defease all of its tax-exempt bond liabilities during the tax year in accordance with the Internal Revenue Code and state laws? . . . . .	<b>6b</b>			
<b>c</b>	If "Yes" on line 6b, describe in Part III how the organization defeased or otherwise settled these liabilities. If "No" on line 6b, explain in Part III.				

**Part II Sale, Exchange, Disposition, or Other Transfer of More Than 25% of the Organization's Assets.** Complete this part if the organization answered "Yes" on Form 990, Part IV, line 32, or Form 990-EZ, line 36. Part II can be duplicated if additional space is needed.

<b>1</b>	<b>(a)</b> Description of asset(s) distributed or transaction expenses paid	<b>(b)</b> Date of distribution	<b>(c)</b> Fair market value of asset(s) distributed or amount of transaction expenses	<b>(d)</b> Method of determining FMV for asset(s) distributed or transaction expenses	<b>(e)</b> EIN of recipient	<b>(f)</b> Name and address of recipient	<b>(g)</b> IRC section of recipient(s) (if tax-exempt) or type of entity
	TRANSFER OF ASSETS		14,741,181.	FMV	82-2798932	SAMF FUND PO BOX 29736 SAN ANTONIO, TX 78229	501 (C) (3)

<b>2</b>	Did or will any officer, director, trustee, or key employee of the organization:		<b>Yes</b>	<b>No</b>
<b>a</b>	Become a director or trustee of a successor or transferee organization? . . . . .	<b>2a</b>	X	
<b>b</b>	Become an employee of, or independent contractor for, a successor or transferee organization? . . . . .	<b>2b</b>		X
<b>c</b>	Become a direct or indirect owner of a successor or transferee organization? . . . . .	<b>2c</b>		X
<b>d</b>	Receive, or become entitled to, compensation or other similar payments as a result of the organization's significant disposition of assets? . . . . .	<b>2d</b>		X
<b>e</b>	If the organization answered "Yes" to any of the questions on lines 2a through 2d, provide the name of the person involved and explain in Part III . . . . . ►			

Schedule N (Form 990 or 990-EZ) 2018

**Part III** **Supplemental Information.** Provide the information required by Part I, lines 2e and 6c, and Part II, line 2e.  
Also complete this part to provide any additional information.

PART II, LINE 2A

JAMES R REED IS THE OFFICER OF BOTH SAN ANTONIO MEDICAL FOUNDATION AND  
THE SUPPORTING ORGANIZATION, SAME FUND.

draft

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Employer identification number

74-1366280

FORM 990, PART III, LINE 4A

THE HEALTHY KIDS PROJECT IS FOCUSED ON REDUCING OBESITY IN GRADES K-2 AND  
WAS PRODUCED IN CONJUNCTION WITH PUBLIC TELEVISION. THIS PROJECT CONSISTS  
OF INTERSTITIALS (COMMERCIALS) BETWEEN CHILDREN'S EDUCATIONAL PROGRAMS  
AND DOWNLOADABLE LESSON PLANS FOR USE IN CLASSROOMS AND HOME LOAN.  
LESSONS INCLUDE SHORT VIDEOS, SONGS AND CHANTS THAT THE STUDENTS CAN  
LEARN QUICKLY AND EASILY AND ARE AVAILABLE IN ENGLISH AND SPANISH.

FORM 990, PART VI, SECTION B, LINE 11

THE FORM 990 IS GIVEN TO THE ENTIRE BOARD ELECTRONICALLY FOR THEIR REVIEW  
PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C

BOARD MEMBERS ARE REQUIRED TO SIGN A STATEMENT ANNUALLY TO COMPLY WITH  
THE CONFLICT OF INTEREST POLICY. IF ANY CONFLICTS ARISE, THEY MUST BE  
DISCLOSED FULLY AND DOCUMENTED IN THE MINUTES. THE POLICY IS ADMINISTERED  
AND ENFORCED BY THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES. THE  
EXECUTIVE COMMITTEE WILL REVIEW APPARENT VIOLATIONS OF THE POLICY AND IF  
A VIOLATION IS DETERMINED TO HAVE OCCURRED, THE RESULTS AND CONCLUSIONS  
ARE REFERRED TO THE BOARD OF TRUSTEES.

FORM 990, PART VI, SECTION B, LINE 15

THE ORGANIZATION'S COMPENSATION OF THE PRESIDENT IS SUBJECT TO THE REVIEW  
OF A COMPENSATION COMMITTEE AND IS BASED IN PART ON A COMPENSATION

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Employer identification number

74-1366280

SURVEY/STUDY. THE LAST COMPENSATION REVIEW WAS PERFORMED NOVEMBER 2017.

FORM 990, PART VI, SECTION B, LINE 19

THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, FINANCIAL STATEMENTS, AND FORM 990 ARE AVAILABLE UPON REQUEST. THE ANNUAL REPORT IS ALSO AVAILABLE ON THE ORGANIZATION'S WEBSITE, WWW.SAMEDFOUNDATION.ORG.

FORM 990, PART XI, LINE 9

TRANSFER OF ASSETS TO SAMF FUND, A SUPPORTING ORGANIZATION.

ATTACHMENT 1

FORM 990, PART IX - OTHER EXPENSES

<u>DESCRIPTION</u>	(A) TOTAL EXPENSES	(B) PROGRAM SERVICE EXP.	(C) MANAGEMENT AND GENERAL	(D) FUNDRAISING EXPENSES
STMC AWARENESS CAMPAIGN	89,024.	89,024.		
TRUSTEE MEETINGS	23,866.	19,809.	4,057.	
CONSULTANTS	33,114.		33,114.	
TOTALS	<u>146,004.</u>	<u>108,833.</u>	<u>37,171.</u>	

SAN ANTONIO MEDICAL FOUNDATION

74-1366280

**SCHEDULE R  
(Form 990)****Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018****Open to Public  
Inspection**Department of the Treasury  
Internal Revenue Service

Name of the organization

SAN ANTONIO MEDICAL FOUNDATION

Employer identification number

74-1366280

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) SAME FUND 82-2798932 PO BOX 29736 SAN ANTONIO, TX 78229	R/E INVEST	TX	509 (A) (2)	LINE 12	N/A	X	
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2018

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**Part III Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
<b>1</b> During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity . . . . .		X
<b>b</b> Gift, grant, or capital contribution to related organization(s) . . . . .		X
<b>c</b> Gift, grant, or capital contribution from related organization(s) . . . . .		X
<b>d</b> Loans or loan guarantees to or for related organization(s) . . . . .		X
<b>e</b> Loans or loan guarantees by related organization(s) . . . . .		X
<b>f</b> Dividends from related organization(s) . . . . .		X
<b>g</b> Sale of assets to related organization(s) . . . . .		X
<b>h</b> Purchase of assets from related organization(s) . . . . .		X
<b>i</b> Exchange of assets with related organization(s) . . . . .		X
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s) . . . . .		X
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s) . . . . .		X
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) . . . . .		X
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) . . . . .		X
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) . . . . .	X	
<b>o</b> Sharing of paid employees with related organization(s) . . . . .	X	
<b>p</b> Reimbursement paid to related organization(s) for expenses . . . . .		X
<b>q</b> Reimbursement paid by related organization(s) for expenses . . . . .	X	
<b>r</b> Other transfer of cash or property to related organization(s) . . . . .	X	
<b>s</b> Other transfer of cash or property from related organization(s) . . . . .		

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

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**Part VI** **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Schedule R (Form 990) 2018

**Part VII** **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

draft

Form **990-T****Exempt Organization Business Income Tax Return**  
**(and proxy tax under section 6033(e))**

OMB No. 1545-0687

**2018**Department of the Treasury  
Internal Revenue Service

For calendar year 2018 or other tax year beginning \_\_\_\_\_, 2018, and ending \_\_\_\_\_, 20\_\_\_\_.

▶ Go to [www.irs.gov/Form990T](http://www.irs.gov/Form990T) for instructions and the latest information.

▶ Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

Open to Public Inspection for  
501(c)(3) Organizations Only

<b>A</b> <input type="checkbox"/> Check box if address changed	<b>Print or Type</b>	Name of organization ( <input type="checkbox"/> Check box if name changed and see instructions.)	<b>D Employer identification number</b> (Employees' trust, see instructions.)
<b>B Exempt under section</b> <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 408(e) <input type="checkbox"/> 220(e) <input type="checkbox"/> 408A <input type="checkbox"/> 530(a) <input type="checkbox"/> 529(a)		SAN ANTONIO MEDICAL FOUNDATION	74-1366280
<b>C Book value of all assets at end of year</b>		Number, street, and room or suite no. If a P.O. box, see instructions.  P O BOX 29736	<b>E Unrelated business activity code</b> (See instructions.)
		City or town, state or province, country, and ZIP or foreign postal code SAN ANTONIO, TX 78229	
<b>F Group exemption number</b> (See instructions.) ▶			
<b>G Check organization type</b> ▶ <input checked="" type="checkbox"/> 501(c) corporation <input type="checkbox"/> 501(c) trust <input type="checkbox"/> 401(a) trust <input type="checkbox"/> Other trust			

**H** Enter the number of the organization's unrelated trades or businesses. ▶ \_\_\_\_\_ Describe the only (or first) unrelated trade or business here ▶ \_\_\_\_\_. If only one, complete Parts I-V. If more than one, describe the first in the blank space at the end of the previous sentence, complete Parts I and II, complete a Schedule M for each additional trade or business, then complete Parts III-V.

**I** During the tax year, was the corporation a subsidiary in an affiliated group or a parent-subsidiary controlled group? . . . . . ▶ ☐ Yes ☒ No  
If "Yes," enter the name and identifying number of the parent corporation. ▶ \_\_\_\_\_

**J** The books are in care of ▶ SAN ANTONIO MEDICAL FND Telephone number ▶ (210) 614-3724

<b>Part I Unrelated Trade or Business Income</b>		<b>(A) Income</b>	<b>(B) Expenses</b>	<b>(C) Net</b>
<b>1a</b> Gross receipts or sales				
<b>b</b> Less returns and allowances	<b>c Balance ▶</b>	<b>1c</b>		
<b>2</b> Cost of goods sold (Schedule A, line 7) . . . . .		<b>2</b>		
<b>3</b> Gross profit. Subtract line 2 from line 1c . . . . .		<b>3</b>		
<b>4a</b> Capital gain net income (attach Schedule D) . . . . .		<b>4a</b>		
<b>b</b> Net gain (loss) (Form 4797, Part II, line 17) (attach Form 4797) . . . . .		<b>4b</b>		
<b>c</b> Capital loss deduction for trusts . . . . .		<b>4c</b>		
<b>5</b> Income (loss) from a partnership or an S corporation (attach statement) . . . . .		<b>5</b>		
<b>6</b> Rent income (Schedule C) . . . . .		<b>6</b>		
<b>7</b> Unrelated debt-financed income (Schedule E) . . . . .		<b>7</b>		
<b>8</b> Interest, annuities, royalties, and rents from a controlled organization (Schedule F) . . . . .		<b>8</b>		
<b>9</b> Investment income of a section 501(c)(7), (9), or (17) organization (Schedule G) . . . . .		<b>9</b>		
<b>10</b> Exploited exempt activity income (Schedule I) . . . . .		<b>10</b>		
<b>11</b> Advertising income (Schedule J) . . . . .		<b>11</b>		
<b>12</b> Other income (See instructions; attach schedule) . . . . .		<b>12</b>		
<b>13 Total.</b> Combine lines 3 through 12 . . . . .		<b>13</b> 0.		

**Part II Deductions Not Taken Elsewhere** (See instructions for limitations on deductions.) (Except for contributions, deductions must be directly connected with the unrelated business income.)

<b>14</b> Compensation of officers, directors, and trustees (Schedule K) . . . . .	<b>14</b>	
<b>15</b> Salaries and wages . . . . .	<b>15</b>	
<b>16</b> Repairs and maintenance . . . . .	<b>16</b>	
<b>17</b> Bad debts . . . . .	<b>17</b>	
<b>18</b> Interest (attach schedule) (see instructions) . . . . .	<b>18</b>	
<b>19</b> Taxes and licenses . . . . .	<b>19</b>	
<b>20</b> Charitable contributions (See instructions for limitation rules) . . . . .	<b>20</b>	
<b>21</b> Depreciation (attach Form 4562) . . . . .	<b>21</b>	
<b>22</b> Less depreciation claimed on Schedule A and elsewhere on return . . . . .	<b>22a</b>	<b>22b</b>
<b>23</b> Depletion . . . . .	<b>23</b>	
<b>24</b> Contributions to deferred compensation plans . . . . .	<b>24</b>	
<b>25</b> Employee benefit programs . . . . .	<b>25</b>	
<b>26</b> Excess exempt expenses (Schedule I) . . . . .	<b>26</b>	
<b>27</b> Excess readership costs (Schedule J) . . . . .	<b>27</b>	
<b>28</b> Other deductions (attach schedule) . . . . .	<b>28</b>	
<b>29 Total deductions.</b> Add lines 14 through 28 . . . . .	<b>29</b>	
<b>30</b> Unrelated business taxable income before net operating loss deduction. Subtract line 29 from line 13 . . . . .	<b>30</b>	
<b>31</b> Deduction for net operating loss arising in tax years beginning on or after January 1, 2018 (see instructions) . . . . .	<b>31</b>	
<b>32</b> Unrelated business taxable income. Subtract line 31 from line 30 . . . . .	<b>32</b>	

For Paperwork Reduction Act Notice, see instructions.

Form **990-T** (2018)

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**Part III Total Unrelated Business Taxable Income**

<b>33</b>	Total of unrelated business taxable income computed from all unrelated trades or businesses (see instructions).	<b>33</b>	
<b>34</b>	Amounts paid for disallowed fringes	<b>34</b>	1,798.
<b>35</b>	Deduction for net operating loss arising in tax years beginning before January 1, 2018 (see instructions).	<b>35</b>	
<b>36</b>	Total of unrelated business taxable income before specific deduction. Subtract line 35 from the sum of lines 33 and 34.	<b>36</b>	1,798.
<b>37</b>	Specific deduction (Generally \$1,000, but see line 37 instructions for exceptions)	<b>37</b>	1,000.
<b>38</b>	<b>Unrelated business taxable income.</b> Subtract line 37 from line 36. If line 37 is greater than line 36, enter the smaller of zero or line 36	<b>38</b>	798.

**Part IV Tax Computation**

<b>39</b>	<b>Organizations Taxable as Corporations.</b> Multiply line 38 by 21% (0.21).	<b>39</b>	168.
<b>40</b>	<b>Trusts Taxable at Trust Rates.</b> See instructions for tax computation. Income tax on the amount on line 38 from: <input type="checkbox"/> Tax rate schedule or <input type="checkbox"/> Schedule D (Form 1041).	<b>40</b>	
<b>41</b>	<b>Proxy tax.</b> See instructions	<b>41</b>	
<b>42</b>	<b>Alternative minimum tax (trusts only).</b>	<b>42</b>	
<b>43</b>	<b>Tax on Noncompliant Facility Income.</b> See instructions	<b>43</b>	
<b>44</b>	<b>Total.</b> Add lines 41, 42, and 43 to line 39 or 40, whichever applies	<b>44</b>	168.

**Part V Tax and Payments**

<b>45a</b>	Foreign tax credit (corporations attach Form 1118; trusts attach Form 1116).	<b>45a</b>	
<b>b</b>	Other credits (see instructions).	<b>45b</b>	
<b>c</b>	General business credit. Attach Form 3800 (see instructions)	<b>45c</b>	
<b>d</b>	Credit for prior year minimum tax (attach Form 8801 or 8827).	<b>45d</b>	
<b>e</b>	<b>Total credits.</b> Add lines 45a through 45d	<b>45e</b>	
<b>46</b>	Subtract line 45e from line 44.	<b>46</b>	168.
<b>47</b>	Other taxes. Check if from: <input type="checkbox"/> Form 4255 <input type="checkbox"/> Form 8611 <input type="checkbox"/> Form 8697 <input checked="" type="checkbox"/> Form 8866 <input type="checkbox"/> Other (attach schedule).	<b>47</b>	
<b>48</b>	<b>Total tax.</b> Add lines 46 and 47 (see instructions)	<b>48</b>	168.
<b>49</b>	2018 net 965 tax liability paid from Form 965-A or Form 965-B, Part II, column (k), line 2.	<b>49</b>	
<b>50a</b>	Payments: A 2017 overpayment credited to 2018	<b>50a</b>	
<b>b</b>	2018 estimated tax payments	<b>50b</b>	
<b>c</b>	Tax deposited with Form 8868.	<b>50c</b>	
<b>d</b>	Foreign organizations: Tax paid or withheld at source (see instructions)	<b>50d</b>	
<b>e</b>	Backup withholding (see instructions)	<b>50e</b>	
<b>f</b>	Credit for small employer health insurance premiums (attach Form 8941)	<b>50f</b>	
<b>g</b>	Other credits, adjustments, and payments: <input type="checkbox"/> Form 2439 <input type="checkbox"/> Form 4136 <input type="checkbox"/> Other Total	<b>50g</b>	
<b>51</b>	<b>Total payments.</b> Add lines 50a through 50g	<b>51</b>	
<b>52</b>	Estimated tax penalty (see instructions). Check if Form 2220 is attached.	<b>52</b>	
<b>53</b>	<b>Tax due.</b> If line 51 is less than the total of lines 48, 49, and 52, enter amount owed	<b>53</b>	168.
<b>54</b>	<b>Overpayment.</b> If line 51 is larger than the total of lines 48, 49, and 52, enter amount overpaid	<b>54</b>	
<b>55</b>	Enter the amount of line 54 you want: <b>Credited to 2019 estimated tax</b> <input type="checkbox"/> <b>Refunded</b> <input type="checkbox"/>	<b>55</b>	

**Part VI Statements Regarding Certain Activities and Other Information** (see instructions)

<b>56</b>	At any time during the 2018 calendar year, did the organization have an interest in or a signature or other authority over a financial account (bank, securities, or other) in a foreign country? If "Yes," the organization may have to file FinCEN Form 114, Report of Foreign Bank and Financial Accounts. If "Yes," enter the name of the foreign country here	Yes	No
<b>57</b>	During the tax year, did the organization receive a distribution from, or was it the grantor of, or transferor to, a foreign trust? If "Yes," see instructions for other forms the organization may have to file.		X
<b>58</b>	Enter the amount of tax-exempt interest received or accrued during the tax year		

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	<b>JAMES R REED</b>	<b>05/31/2019</b>	<b>PRESIDENT</b>	May the IRS discuss this return with the preparer shown below (see instructions)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Signature of officer	Date	Title	
	<b>Print/Type preparer's name</b>	<b>Preparer's signature</b>	<b>Date</b>	
	<b>N. ARI BERLIN</b>			
<b>Paid Preparer Use Only</b>	<b>Firm's name</b> ▶ BDO USA LLP	<b>Firm's EIN</b> ▶ 13-5381590	<b>Check</b> <input type="checkbox"/> <b>if self-employed</b>	<b>PTIN</b> P00665358
	<b>Firm's address</b> ▶ 9901 IH-10, SUITE 500, SAN ANTONIO, TX 78230	<b>Phone no.</b> 210-342-8000		

**Schedule A - Cost of Goods Sold.** Enter method of inventory valuation ►

<b>1</b> Inventory at beginning of year . . . . .	<b>1</b>		<b>6</b> Inventory at end of year . . . . .	<b>6</b>	
<b>2</b> Purchases . . . . .	<b>2</b>		<b>7</b> <b>Cost of goods sold.</b> Subtract line 6 from line 5. Enter here and in Part I, line 2 . . . . .	<b>7</b>	
<b>3</b> Cost of labor . . . . .	<b>3</b>		<b>8</b> Do the rules of section 263A (with respect to property produced or acquired for resale) apply to the organization? . . . . .	<b>Yes</b>	<b>No</b>
<b>4a</b> Additional section 263A costs (attach schedule) . . . . .	<b>4a</b>				
<b>b</b> Other costs (attach schedule) . . . . .	<b>4b</b>				
<b>5</b> <b>Total.</b> Add lines 1 through 4b . . . . .	<b>5</b>				X

**Schedule C - Rent Income (From Real Property and Personal Property Leased With Real Property)**

(see instructions)

**1. Description of property**

(1)
(2)
(3)
(4)

**2. Rent received or accrued**

<b>(a)</b> From personal property (if the percentage of rent for personal property is more than 10% but not more than 50%)	<b>(b)</b> From real and personal property (if the percentage of rent for personal property exceeds 50% or if the rent is based on profit or income)	<b>3(a)</b> Deductions directly connected with the income in columns 2(a) and 2(b) (attach schedule)
(1)		
(2)		
(3)		
(4)		
Total	Total	

**(c) Total income.** Add totals of columns 2(a) and 2(b). Enter here and on page 1, Part I, line 6, column (A) . . . . . ►**(b) Total deductions.** Enter here and on page 1, Part I, line 6, column (B) ►**Schedule E - Unrelated Debt-Financed Income** (see instructions)

1. Description of debt-financed property		2. Gross income from or allocable to debt-financed property	3. Deductions directly connected with or allocable to debt-financed property	
			(a) Straight line depreciation (attach schedule)	(b) Other deductions (attach schedule)
(1)				
(2)				
(3)				
(4)				
4. Amount of average acquisition debt on or allocable to debt-financed property (attach schedule)	5. Average adjusted basis of or allocable to debt-financed property (attach schedule)	6. Column 4 divided by column 5	7. Gross income reportable (column 2 x column 6)	8. Allocable deductions (column 6 x total of columns 3(a) and 3(b))
(1)		%		
(2)		%		
(3)		%		
(4)		%		
<b>Totals</b> . . . . . ►			Enter here and on page 1, Part I, line 7, column (A).	Enter here and on page 1, Part I, line 7, column (B).
<b>Total dividends-received deductions</b> included in column 8 . . . . . ►				

**Schedule F—Interest, Annuities, Royalties, and Rents From Controlled Organizations** (see instructions)

1. Name of controlled organization	2. Employer identification number	Exempt Controlled Organizations			
		3. Net unrelated income (loss) (see instructions)	4. Total of specified payments made	5. Part of column 4 that is included in the controlling organization's gross income	6. Deductions directly connected with income in column 5
(1)					
(2)					
(3)					
(4)					

**Nonexempt Controlled Organizations**

7. Taxable Income	8. Net unrelated income (loss) (see instructions)	9. Total of specified payments made	10. Part of column 9 that is included in the controlling organization's gross income	11. Deductions directly connected with income in column 10
(1)				
(2)				
(3)				
(4)				
			Add columns 5 and 10. Enter here and on page 1, Part I, line 8, column (A).	Add columns 6 and 11. Enter here and on page 1, Part I, line 8, column (B).

**Totals** .....**Schedule G—Investment Income of a Section 501(c)(7), (9), or (17) Organization** (see instructions)

1. Description of income	2. Amount of income	3. Deductions directly connected (attach schedule)	4. Set-asides (attach schedule)	5. Total deductions and set-asides (col. 3 plus col. 4)
(1)				
(2)				
(3)				
(4)				
	Enter here and on page 1, Part I, line 9, column (A).			Enter here and on page 1, Part I, line 9, column (B).

**Totals** .....**Schedule I—Exploited Exempt Activity Income, Other Than Advertising Income** (see instructions)

1. Description of exploited activity	2. Gross unrelated business income from trade or business	3. Expenses directly connected with production of unrelated business income	4. Net income (loss) from unrelated trade or business (column 2 minus column 3). If a gain, compute cols. 5 through 7.	5. Gross income from activity that is not unrelated business income	6. Expenses attributable to column 5	7. Excess exempt expenses (column 6 minus column 5, but not more than column 4).
(1)						
(2)						
(3)						
(4)						
	Enter here and on page 1, Part I, line 10, col. (A).	Enter here and on page 1, Part I, line 10, col. (B).				Enter here and on page 1, Part II, line 26.

**Totals** .....**Schedule J—Advertising Income** (see instructions)**Part I Income From Periodicals Reported on a Consolidated Basis**

1. Name of periodical	2. Gross advertising income	3. Direct advertising costs	4. Advertising gain or (loss) (col. 2 minus col. 3). If a gain, compute cols. 5 through 7.	5. Circulation income	6. Readership costs	7. Excess readership costs (column 6 minus column 5, but not more than column 4).
(1)						
(2)						
(3)						
(4)						

**Totals** (carry to Part II, line (5)) .....

Form 990-T (2018)



**Part II** **Income From Periodicals Reported on a Separate Basis** (For each periodical listed in Part II, fill in columns 2 through 7 on a line-by-line basis.)

1. Name of periodical	2. Gross advertising income	3. Direct advertising costs	4. Advertising gain or (loss) (col. 2 minus col. 3). If a gain, compute cols. 5 through 7.	5. Circulation income	6. Readership costs	7. Excess readership costs (column 6 minus column 5, but not more than column 4).
(1)						
(2)						
(3)						
(4)						
<b>Totals from Part I.</b> . . . . . ▶						
	Enter here and on page 1, Part I, line 11, col (A).	Enter here and on page 1, Part I, line 11, col (B).				Enter here and on page 1, Part II, line 27.
<b>Totals, Part II (lines 1-5)</b> . . . . . ▶						

**Schedule K - Compensation of Officers, Directors, and Trustees** (see instructions)

1. Name	2. Title	3. Percent of time devoted to business	4. Compensation attributable to unrelated business
(1)		%	
(2)		%	
(3)		%	
(4)		%	
<b>Total.</b> Enter here and on page 1, Part II, line 14 . . . . . ▶			

Form **990-T** (2018)

draft

SCHEDULE M LINE 2: SCHEDULE A - COST OF GOODS SOLD

1 INVENTORY AT BEGINNING OF YEAR ...  
2 PURCHASES .....  
3 COST OF LABOR .....  
4A ADDITIONAL SECTION 263A COSTS ....  
B OTHER COSTS .....  
5 TOTAL. ADD LINES 1 THROUGH 4B ....  
  
6 INVENTORY AT END OF YEAR .....  
7 COST OF GOODS SOLD.  
(SUBTRACT LINE 6 FROM LINE 5) .....

8	DO THE RULES OF SECTION 263A (WITH RESPECT TO	YES	NO
	PROPERTY PRODUCED OR ACQUIRED FOR RESALE)		X
	APPLY TO THE ORGANIZATION?		

draft

**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**2018****Open to Public  
Inspection**

<b>A</b> For the 2018 calendar year, or tax year beginning , 2018, and ending , 20																									
<b>B</b> Check if applicable:	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:10%;"><input type="checkbox"/></td> <td style="width:10%;">Address change</td> <td style="width:40%;"><b>C</b> Name of organization SAME FUND</td> <td style="width:40%;"><b>D</b> Employer identification number 82-2798932</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Name change</td> <td>Doing business as</td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>Initial return</td> <td>Number and street (or P.O. box if mail is not delivered to street address) Room/suite PO BOX 29736</td> <td><b>E</b> Telephone number (210) 614-3724</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Final return/terminated</td> <td>City or town, state or province, country, and ZIP or foreign postal code SAN ANTONIO, TX 78229</td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td>Amended return</td> <td><b>F</b> Name and address of principal officer: JAMES R REED PO BOX 29736, SAN ANTONIO, TX 78229</td> <td><b>G</b> Gross receipts \$ 559,561.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Application pending</td> <td></td> <td><b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)</td> </tr> </table>	<input type="checkbox"/>	Address change	<b>C</b> Name of organization SAME FUND	<b>D</b> Employer identification number 82-2798932	<input type="checkbox"/>	Name change	Doing business as		<input type="checkbox"/>	Initial return	Number and street (or P.O. box if mail is not delivered to street address) Room/suite PO BOX 29736	<b>E</b> Telephone number (210) 614-3724	<input type="checkbox"/>	Final return/terminated	City or town, state or province, country, and ZIP or foreign postal code SAN ANTONIO, TX 78229		<input type="checkbox"/>	Amended return	<b>F</b> Name and address of principal officer: JAMES R REED PO BOX 29736, SAN ANTONIO, TX 78229	<b>G</b> Gross receipts \$ 559,561.	<input type="checkbox"/>	Application pending		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)
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<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527																									
<b>J</b> Website: ▶ N/A																									
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ <b>L</b> Year of formation: 2017 <b>M</b> State of legal domicile: TX																									

**Part I Summary**

<b>Activities &amp; Governance</b>	1	Briefly describe the organization's mission or most significant activities: THE PRIMARY ACTIVITY OF SAME FUND IS TO SUPPORT THE SAN ANTONIO MEDICAL FOUNDATION, A 501(C)(3) ORGANIZATION BY MANAGING ITS INVESTMENTS AND UNRELATED REAL ESTATE.		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	9.
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	9.
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	5	0.
	6	Total number of volunteers (estimate if necessary)	6	9.
		7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a
	7b	Net unrelated business taxable income from Form 990-T, line 38	7b	0.
<b>Revenue</b>	8	Contributions and grants (Part VIII, line 1h)	0.	0.
	9	Program service revenue (Part VIII, line 2g)	0.	0.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7c)	0.	263,490.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	282,629.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0.	546,119.
	<b>Expenses</b>	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.
14		Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	34,720.
16a		Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
b		Total fundraising expenses (Part IX, column (D), line 25) ▶ 0.		
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	0.	82,537.
18		Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	0.	535,257.
19		Revenue less expenses. Subtract line 18 from line 12	0.	10,862.
<b>Net Assets or Fund Balances</b>		20	Total assets (Part X, line 16)	0.
	21	Total liabilities (Part X, line 26)	0.	4,488.
	22	Net assets or fund balances. Subtract line 21 from line 20.	0.	14,052,350.

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	<input type="checkbox"/>	Signature of officer	05/31/2019
	<input type="checkbox"/>	JAMES R REED Type or print name and title	PRESIDENT
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date
	N. ARI BERLIN		
	Firm's name ▶ BDO USA LLP	Firm's EIN ▶ 13-5381590	
	Firm's address ▶ 9901 IH-10, SUITE 500 SAN ANTONIO, TX 78230	Phone no. 210-342-8000	

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2018)

**Part III** Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐**1** Briefly describe the organization's mission:

THE PRIMARY ACTIVITY IS TO SUPPORT THE SAN ANTONIO MEDICAL  
FOUNDATION, A 501(C)(3) ORGANIZATION, BY MANAGING ITS INVESTMENTS  
AND UNRELATED REAL ESTATE.

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code: ) (Expenses \$ 418,000. including grants of \$ ) (Revenue \$ )

SAN ANTONIO MEDICAL FOUNDATION, A 501(C)(3) ORGANIZATION, IS THE  
BENEFICIARY RELATED TO THIS ORGANIZATION'S MANAGEMENT OF  
INVESTMENTS AND UNRELATED REAL ESTATE.

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4d** Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses ► 418,000.

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A. . . . .	X	
<b>2</b> Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? . . . . .		X
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I. . . . .		X
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II. . . . .		X
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III. . . . .		
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I. . . . .		X
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II. . . . .		X
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III. . . . .		X
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV. . . . .		X
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V. . . . .	X	
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI. . . . .	X	
<b>b</b> Did the organization report an amount for investments-other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII. . . . .	X	
<b>c</b> Did the organization report an amount for investments-program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII. . . . .		X
<b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX. . . . .		X
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X. . . . .		X
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X. . . . .	X	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII. . . . .		X
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional. . . . .	X	
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E. . . . .		X
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? . . . . .		X
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV. . . . .		X
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV. . . . .		X
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV. . . . .		X
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions). . . . .		X
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II. . . . .		X
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III. . . . .		X
<b>20a</b> Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H. . . . .		X
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .		
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II. . . . .	X	

**Part IV Checklist of Required Schedules (continued)**

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III . . . . .</i>		X
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J . . . . .</i>	X	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . . .</i>		X
<b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .		
<b>24c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .		
<b>24d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I . . . . .</i>		X
<b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I . . . . .</i>		X
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II . . . . .</i>		X
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III . . . . .</i>		X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>28a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . . .</i>		X
<b>28b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . . .</i>		X
<b>28c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV . . . . .</i>		X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M . . . . .</i>		X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M . . . . .</i>		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I . . . . .</i>		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II . . . . .</i>		X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I . . . . .</i>	X	
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1 . . . . .</i>	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .		X
<b>35b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2 . . . . .</i>		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 . . . . .</i>		X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI . . . . .</i>		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.		X

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V. ☐

	Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable . . . . .		
<b>1b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . .		
<b>1c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .		X

**Part V** Statements Regarding Other IRS Filings and Tax Compliance (continued)

	Yes	No
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. <b>2a</b> 0.		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	<b>2b</b>	X
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>	X
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	<b>3b</b>	
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	<b>4a</b>	X
<b>b</b> If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>	X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	X
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>	
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	<b>6a</b>	X
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>	
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7a</b>	X
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>	
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>	X
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year <b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>	X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>	X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>	X
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7h</b>	X
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>8</b>	X
<b>9 Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?	<b>9a</b>	
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>	
<b>10 Section 501(c)(7) organizations.</b> Enter:		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 <b>10a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities <b>10b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter:		
<b>a</b> Gross income from members or shareholders <b>11a</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) <b>11b</b>		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year <b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.	<b>13a</b>	
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans <b>13b</b>		
<b>c</b> Enter the amount of reserves on hand <b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	<b>14b</b>	
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	<b>15</b>	
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	<b>16</b>	

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.Check if Schedule O contains a response or note to any line in this Part VI ☒ **X****Section A. Governing Body and Management**

	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year . . . . . If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
<b>1b</b> Enter the number of voting members included in line 1a, above, who are independent . . . . .		
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? . .		<input checked="" type="checkbox"/> <b>X</b>
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets? . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>6</b> Did the organization have members or stockholders? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>7b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b> The governing body? . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>b</b> Each committee with authority to act on behalf of the governing body? . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .		<input checked="" type="checkbox"/> <b>X</b>

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>10b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . .		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? .	<input checked="" type="checkbox"/> <b>X</b>	
<b>11b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>12b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>12c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>13</b> Did the organization have a written whistleblower policy? . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>14</b> Did the organization have a written document retention and destruction policy? . . . . .	<input checked="" type="checkbox"/> <b>X</b>	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b> The organization's CEO, Executive Director, or top management official . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>b</b> Other officers or key employees of the organization . . . . .		<input checked="" type="checkbox"/> <b>X</b>
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .		<input checked="" type="checkbox"/> <b>X</b>
<b>16b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .		

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed ►
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►

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**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) RAY BEREND CHAIR	1.00 0.	X		X				0.	0.	0.
(2) CONNIE GILBERT SECRETARY	1.00 0.	X		X				0.	0.	0.
(3) GEORGE SCOFIELD TRUSTEE	1.00 0.	X						0.	0.	0.
(4) BRYAN ALSIP, MD, MPH TRUSTEE	1.00 0.	X						0.	0.	0.
(5) DENISE GREEN TRUSTEE	1.00 0.	X						0.	0.	0.
(6) ELIZABETH CRAWFORD TRUSTEE	1.00 0.	X						0.	0.	0.
(7) PHIL PFEIFFER TRUSTEE	1.00 0.	X						0.	0.	0.
(8) LISA FRIEL TRUSTEE	1.00 0.	X						0.	0.	0.
(9) LETICIA MOND TRUSTEE	1.00 0.	X						0.	0.	0.
(10) JAMES R REED PRESIDENT	4.00 36.00			X				0.	209,417.	28,132.
(11) PAM LEISSNER DIRECTOR	4.00 36.00			X				0.	86,578.	0.
(12)										
(13)										
(14)										

**Part VII    Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

[illegible]

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 0.

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .		X

## Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ► 0.		

**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b>	Federated campaigns . . . . .	<b>1a</b>				
	<b>b</b>	Membership dues . . . . .	<b>1b</b>				
	<b>c</b>	Fundraising events . . . . .	<b>1c</b>				
	<b>d</b>	Related organizations . . . . .	<b>1d</b>				
	<b>e</b>	Government grants (contributions) . .	<b>1e</b>				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above .	<b>1f</b>				
	<b>g</b>	Noncash contributions included in lines 1a-1f: \$ . . . . .					
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶			0.		
<b>Program Service Revenue</b>				<b>Business Code</b>			
	<b>2a</b>						
	<b>b</b>						
	<b>c</b>						
	<b>d</b>						
	<b>e</b>						
	<b>f</b>	All other program service revenue . . . . .					
	<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶			0.		
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest, and other similar amounts). . . . . ▶		263,459.			263,459.
	<b>4</b>	Income from investment of tax-exempt bond proceeds . ▶		0.			
	<b>5</b>	Royalties . . . . . ▶		0.			
				(i) Real	(ii) Personal		
	<b>6a</b>	Gross rents . . . . .	296,071.				
	<b>b</b>	Less: rental expenses . . . . .	13,442.				
	<b>c</b>	Rental income or (loss) . . . . .	282,629.				
	<b>d</b>	Net rental income or (loss) . . . . .	282,629.	207,403.		75,226.	
	<b>7a</b>	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
			31.				
	<b>b</b>	Less: cost or other basis and sales expenses . . . . .					
	<b>c</b>	Gain or (loss) . . . . .	31.				
	<b>d</b>	Net gain or (loss) . . . . . ▶	31.			31.	
	<b>8a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 . . . . . <b>a</b>		0.			
	<b>b</b>	Less: direct expenses . . . . . <b>b</b>	0.				
	<b>c</b>	Net income or (loss) from fundraising events . . . . . ▶		0.			
	<b>9a</b>	Gross income from gaming activities. See Part IV, line 19 . . . . . <b>a</b>		0.			
	<b>b</b>	Less: direct expenses . . . . . <b>b</b>	0.				
<b>c</b>	Net income or (loss) from gaming activities . . . . . ▶		0.				
<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . . <b>a</b>		0.				
<b>b</b>	Less: cost of goods sold . . . . . <b>b</b>	0.					
<b>c</b>	Net income or (loss) from sales of inventory . . . . . ▶		0.				
<b>Miscellaneous Revenue</b>				<b>Business Code</b>			
<b>11a</b>							
<b>b</b>							
<b>c</b>							
<b>d</b>	All other revenue . . . . .						
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶			0.			
<b>12</b>	<b>Total revenue.</b> See instructions. . . . . ▶			546,119.	207,403.	338,716.	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	418,000.	418,000.		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .	0.			
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .	0.			
<b>4</b> Benefits paid to or for members . . . . .	0.			
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	0.			
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0.			
<b>7</b> Other salaries and wages . . . . .	34,720.		34,720.	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	0.			
<b>9</b> Other employee benefits . . . . .	0.			
<b>10</b> Payroll taxes . . . . .	0.			
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management . . . . .	0.			
<b>b</b> Legal . . . . .	6,976.		6,976.	
<b>c</b> Accounting . . . . .	0.			
<b>d</b> Lobbying . . . . .	0.			
<b>e</b> Professional fundraising services. See Part IV, line 17. . . . .	0.			
<b>f</b> Investment management fees . . . . .	22,414.		22,414.	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . . . . .	0.			
<b>12</b> Advertising and promotion . . . . .	19,500.		19,500.	
<b>13</b> Office expenses . . . . .	4,302.		4,302.	
<b>14</b> Information technology. . . . .	0.			
<b>15</b> Royalties. . . . .	0.			
<b>16</b> Occupancy . . . . .	0.			
<b>17</b> Travel . . . . .	0.			
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	0.			
<b>19</b> Conferences, conventions, and meetings . . . . .	0.			
<b>20</b> Interest . . . . .	0.			
<b>21</b> Payments to affiliates. . . . .	0.			
<b>22</b> Depreciation, depletion, and amortization . . . . .	3,395.		3,395.	
<b>23</b> Insurance . . . . .	4,441.		4,441.	
<b>24</b> Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> HEALTH ISSUES EVENT . . . . .	16,265.		16,265.	
<b>b</b> CONSULTANTS . . . . .	5,244.		5,244.	
<b>c</b> . . . . .				
<b>d</b> . . . . .				
<b>e</b> All other expenses . . . . .				
<b>25</b> Total functional expenses. Add lines 1 through 24e . . . . .	535,257.	418,000.	117,257.	
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .	0.			

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☒ **X**

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing . . . . .	0.	<b>1</b>	279,960.
	<b>2</b> Savings and temporary cash investments . . . . .	0.	<b>2</b>	0.
	<b>3</b> Pledges and grants receivable, net . . . . .	0.	<b>3</b>	0.
	<b>4</b> Accounts receivable, net . . . . .	0.	<b>4</b>	0.
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .	0.	<b>5</b>	0.
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L . . . . .	0.	<b>6</b>	0.
	<b>7</b> Notes and loans receivable, net . . . . .	0.	<b>7</b>	0.
	<b>8</b> Inventories for sale or use . . . . .	0.	<b>8</b>	0.
	<b>9</b> Prepaid expenses and deferred charges . . . . .	0.	<b>9</b>	0.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D <b>10a</b> 574,169.			
	<b>b</b> Less: accumulated depreciation. . . . . <b>10b</b> 42,619.	0.	<b>10c</b>	531,550.
	<b>11</b> Investments - publicly traded securities <b>ATCH 1</b> . . . . .	0.	<b>11</b>	4,196,719.
	<b>12</b> Investments - other securities. See Part IV, line 11 . . . . .	0.	<b>12</b>	9,048,609.
	<b>13</b> Investments - program-related. See Part IV, line 11 . . . . .	0.	<b>13</b>	0.
	<b>14</b> Intangible assets . . . . .	0.	<b>14</b>	0.
	<b>15</b> Other assets. See Part IV, line 11 . . . . .	0.	<b>15</b>	0.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	0.	<b>16</b>	14,056,838.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	0.	<b>17</b>	4,488.
	<b>18</b> Grants payable . . . . .	0.	<b>18</b>	0.
	<b>19</b> Deferred revenue . . . . .	0.	<b>19</b>	0.
	<b>20</b> Tax-exempt bond liabilities . . . . .	0.	<b>20</b>	0.
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .	0.	<b>21</b>	0.
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .	0.	<b>22</b>	0.
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	0.	<b>23</b>	0.
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .	0.	<b>24</b>	0.
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . .	0.	<b>25</b>	0.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25. . . . .	0.	<b>26</b>	4,488.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	0.	<b>27</b>	11,726,750.
	<b>28</b> Temporarily restricted net assets . . . . .	0.	<b>28</b>	1,819,345.
	<b>29</b> Permanently restricted net assets . . . . .	0.	<b>29</b>	506,255.
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
	<b>33</b> Total net assets or fund balances . . . . .	0.	<b>33</b>	14,052,350.
	<b>34</b> Total liabilities and net assets/fund balances . . . . .	0.	<b>34</b>	14,056,838.

Form **990** (2018)

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI. ☒ [X]

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12) . . . . .	<b>1</b>	546,119.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25) . . . . .	<b>2</b>	535,257.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1 . . . . .	<b>3</b>	10,862.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . . . .	<b>4</b>	0.
<b>5</b>	Net unrealized gains (losses) on investments . . . . .	<b>5</b>	-699,693.
<b>6</b>	Donated services and use of facilities . . . . .	<b>6</b>	0.
<b>7</b>	Investment expenses . . . . .	<b>7</b>	0.
<b>8</b>	Prior period adjustments . . . . .	<b>8</b>	0.
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O) . . . . .	<b>9</b>	14,741,181.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) . . . . .	<b>10</b>	14,052,350.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☐

- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
<b>2a</b>		X
<b>2b</b>	X	
<b>2c</b>	X	
<b>3a</b>		X
<b>3b</b>		

Form **990** (2018)

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Name of the organization

SAMF FUND

Employer identification number

82-2798932

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10 ☐ An organization that normally receives: (1) more than 33 1/3 % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3 % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☒ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a ☒ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . 1

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
ATTACHMENT 1						
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2018

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**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>4 Total.</b> Add lines 1 through 3. . . . .						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f). . . . .						
<b>6 Public support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>7</b> Amounts from line 4. . . . .						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10 . . . . .						
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					<b>12</b>	
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . .						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)). . . . .	<b>14</b>	%
<b>15</b> Public support percentage from 2017 Schedule A, Part II, line 14 . . . . .	<b>15</b>	%
<b>16a 33 1/3 % support test - 2018.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3 % or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization. . . . .		<input type="checkbox"/>
<b>b 33 1/3 % support test - 2017.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3 % or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . .		<input type="checkbox"/>
<b>17a 10%-facts-and-circumstances test - 2018.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here</b> . Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization. . . . .		<input type="checkbox"/>
<b>b 10%-facts-and-circumstances test - 2017.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here</b> . Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . .		<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . .		<input type="checkbox"/>



**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.  
If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . .						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 . . . . .						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>6 Total.</b> Add lines 1 through 5 . . . . .						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . . .						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . . .						
<b>c</b> Add lines 7a and 7b. . . . .						
<b>8 Public support.</b> (Subtract line 7c from line 6.) . . . . .						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>9</b> Amounts from line 6. . . . .						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .						
<b>c</b> Add lines 10a and 10b . . . . .						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on. . . . .						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . . .						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) . . . . .	<b>15</b>	%
<b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15 . . . . .	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2018</b> (line 10c, column (f), divided by line 13, column (f)). . . . .	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2017</b> Schedule A, Part III, line 17 . . . . .	<b>18</b>	%

**19a 33 1/3 % support tests - 2018.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3 %, and line 17 is not more than 33 1/3 %, check this box and **stop here**. The organization qualifies as a publicly supported organization. ► ☐

**b 33 1/3 % support tests - 2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3 %, and line 18 is not more than 33 1/3 %, check this box and **stop here**. The organization qualifies as a publicly supported organization. ► ☐

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions. ► ☐

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	X	
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		X
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		X
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		X
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		X
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		X
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		X
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		X
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		X
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		X
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		X
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		X
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	<b>11a</b>	X
<b>b</b> A family member of a person described in (a) above?	<b>11b</b>	X
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in <b>Part VI</b> .	<b>11c</b>	X

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	<b>1</b>	X
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	<b>2</b>	X

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	<b>1</b>	

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	<b>1</b>	
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).	<b>2</b>	
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.	<b>3</b>	

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).			
<b>2</b> Activities Test. Answer (a) and (b) below.		Yes	No
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI</b> identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	<b>2a</b>		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	<b>2b</b>		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in <b>Part VI</b> .	<b>3a</b>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.	<b>3b</b>		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
<b>1</b> Net short-term capital gain	<b>1</b>		
<b>2</b> Recoveries of prior-year distributions	<b>2</b>		
<b>3</b> Other gross income (see instructions)	<b>3</b>		
<b>4</b> Add lines 1 through 3.	<b>4</b>		
<b>5</b> Depreciation and depletion	<b>5</b>		
<b>6</b> Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	<b>6</b>		
<b>7</b> Other expenses (see instructions)	<b>7</b>		
<b>8 Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	<b>8</b>		
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
<b>1</b> Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
<b>a</b> Average monthly value of securities	<b>1a</b>		
<b>b</b> Average monthly cash balances	<b>1b</b>		
<b>c</b> Fair market value of other non-exempt-use assets	<b>1c</b>		
<b>d Total</b> (add lines 1a, 1b, and 1c)	<b>1d</b>		
<b>e Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):			
<b>2</b> Acquisition indebtedness applicable to non-exempt-use assets	<b>2</b>		
<b>3</b> Subtract line 2 from line 1d.	<b>3</b>		
<b>4</b> Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	<b>4</b>		
<b>5</b> Net value of non-exempt-use assets (subtract line 4 from line 3)	<b>5</b>		
<b>6</b> Multiply line 5 by .035.	<b>6</b>		
<b>7</b> Recoveries of prior-year distributions	<b>7</b>		
<b>8 Minimum Asset Amount</b> (add line 7 to line 6)	<b>8</b>		
Section C - Distributable Amount			Current Year
<b>1</b> Adjusted net income for prior year (from Section A, line 8, Column A)	<b>1</b>		
<b>2</b> Enter 85% of line 1.	<b>2</b>		
<b>3</b> Minimum asset amount for prior year (from Section B, line 8, Column A)	<b>3</b>		
<b>4</b> Enter greater of line 2 or line 3.	<b>4</b>		
<b>5</b> Income tax imposed in prior year	<b>5</b>		
<b>6 Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	<b>6</b>		
<b>7</b> <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

Schedule A (Form 990 or 990-EZ) 2018

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions		Current Year	
<b>1</b>	Amounts paid to supported organizations to accomplish exempt purposes		
<b>2</b>	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
<b>3</b>	Administrative expenses paid to accomplish exempt purposes of supported organizations		
<b>4</b>	Amounts paid to acquire exempt-use assets		
<b>5</b>	Qualified set-aside amounts (prior IRS approval required)		
<b>6</b>	Other distributions (describe in <b>Part VI</b> ). See instructions.		
<b>7</b>	<b>Total annual distributions.</b> Add lines 1 through 6.		
<b>8</b>	Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.		
<b>9</b>	Distributable amount for 2018 from Section C, line 6		
<b>10</b>	Line 8 amount divided by line 9 amount		

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
<b>1</b>	Distributable amount for 2018 from Section C, line 6			
<b>2</b>	Underdistributions, if any, for years prior to 2018 (reasonable cause required - explain in <b>Part VI</b> ). See instructions.			
<b>3</b>	Excess distributions carryover, if any, to 2018			
<b>a</b>	From 2013 . . . . .			
<b>b</b>	From 2014 . . . . .			
<b>c</b>	From 2015 . . . . .			
<b>d</b>	From 2016 . . . . .			
<b>e</b>	From 2017 . . . . .			
<b>f</b>	<b>Total</b> of lines 3a through e			
<b>g</b>	Applied to underdistributions of prior years			
<b>h</b>	Applied to 2018 distributable amount			
<b>i</b>	Carryover from 2013 not applied (see instructions)			
<b>j</b>	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
<b>4</b>	Distributions for 2018 from Section D, line 7: \$			
<b>a</b>	Applied to underdistributions of prior years			
<b>b</b>	Applied to 2018 distributable amount			
<b>c</b>	Remainder. Subtract lines 4a and 4b from 4.			
<b>5</b>	Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>6</b>	Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>7</b>	<b>Excess distributions carryover to 2019.</b> Add lines 3j and 4c.			
<b>8</b>	Breakdown of line 7:			
<b>a</b>	Excess from 2014 . . . .			
<b>b</b>	Excess from 2015 . . . .			
<b>c</b>	Excess from 2016 . . . .			
<b>d</b>	Excess from 2017 . . . .			
<b>e</b>	Excess from 2018 . . . .			

Schedule A (Form 990 or 990-EZ) 2018

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

ATTACHMENT 1

SCHEDULE A, PART I - INFORMATION ABOUT SUPPORTED ORGANIZATIONS

(I) NAME OF SUPPORTED ORGANIZATION	(II) EIN	(III) TYPE OF	(IV)	(V) AMOUNT OF	(VI) OTHER
		ORGANIZATION	YES NO		SUPPORT AMOUNT
SAN ANTONIO MEDICAL FOUNDATION	74-1366280	4	X	0.	0.
TOTAL AMOUNT OF SUPPORT					

draft

SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization

SAMF FUND

Supplemental Financial Statements

▶ Complete if the organization answered "Yes" on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Employer identification number

82-2798932

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year . . . . .		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year) . .		
4 Aggregate value at end of year . . . . .		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).	
<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements . . . . .	2a
b Total acreage restricted by conservation easements . . . . .	2b
c Number of conservation easements on a certified historic structure included in (a) . . . . .	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register . . . . .	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶	
4 Number of states where property subject to conservation easement is located ▶	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:	
(i) Revenue included on Form 990, Part VIII, line 1. . . . .	▶ \$
(ii) Assets included in Form 990, Part X. . . . .	▶ \$
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:	
a Revenue included on Form 990, Part VIII, line 1. . . . .	▶ \$
b Assets included in Form 990, Part X. . . . .	▶ \$

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2018

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

**3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a** ☐ Public exhibition **d** ☐ Loan or exchange programs  
**b** ☐ Scholarly research **e** ☐ Other \_\_\_\_\_  
**c** ☐ Preservation for future generations

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

**5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . . . ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . . ☐ Yes ☐ No

**b** If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
<b>c</b> Beginning balance . . . . .	<b>1c</b>
<b>d</b> Additions during the year . . . . .	<b>1d</b>
<b>e</b> Distributions during the year . . . . .	<b>1e</b>
<b>f</b> Ending balance . . . . .	<b>1f</b>

**2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

**b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII . . . . . ☐

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance . . . . .	1,075,600.				
<b>b</b> Contributions . . . . .					
<b>c</b> Net investment earnings, gains, and losses . . . . .	528,796.				
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .	35,765.				
<b>f</b> Administrative expenses . . . . .					
<b>g</b> End of year balance . . . . .	1,568,631.				

**2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment ▶ \_\_\_\_\_ %  
**b** Permanent endowment ▶ 50.6600 %  
**c** Temporarily restricted endowment ▶ 49.3400 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations . . . . .  
(ii) related organizations . . . . .

	Yes	No
<b>3a(i)</b>	X	
<b>3a(ii)</b>		X
<b>3b</b>		

**b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

**4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land . . . . .		479,149.		479,149.
<b>b</b> Buildings . . . . .		95,020.	42,619.	52,401.
<b>c</b> Leasehold improvements . . . . .				
<b>d</b> Equipment . . . . .				
<b>e</b> Other . . . . .				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) . . . . .				531,550.

Schedule D (Form 990) 2018



**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives . . . . .		
(2) Closely-held equity interests . . . . .		
(3) Other		
(A) MUTUAL FUNDS	7,411,500.	FMV
(B) MUNICIPAL BONDS	1,095,578.	FMV
(C) US TREASURY/AGENCY SECURITIES	144,432.	FMV
(D) RESTRICTED METHODIST FUNDS	976,247.	FMV
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) ►	9,627,757.	

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.) ►		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) . . . . . ►	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ►	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	3,291,752.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments . . . . .	<b>2a</b>	-699,693.
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	4,950.
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.) . . . . .	<b>2d</b>	3,440,376.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	2,745,633.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	546,119.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) . . . . .	<b>5</b>	546,119.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	3,909,021.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	4,950.
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.) . . . . .	<b>2d</b>	3,368,814.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	3,373,764.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	535,257.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) . . . . .	<b>5</b>	535,257.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE PAGE 5

**Part XIII Supplemental Information** (continued)

FORM 990, SCHEDULE D, PART XI, LINE 2D

INCOME FROM SAN ANTONIO MEDICAL FOUNDATION

FORM 990, SCHEDULE D, PART XII, LINE 4B

EXPENSES FROM SAN ANTONIO MEDICAL FOUNDATION

FORM 990, SCHEDULE D, PART V, LINE 4

THE FOUNDATION'S INTENDED USE OF THE ENDOWMENT FUNDS IS TO SUPPORT STRATEGIC STUDIES AND THEIR IMPLEMENTATION, SO AS TO IDENTIFY AND PROMOTE HEALTHCARE NEEDS FOR THE CITIZENS OF SAN ANTONIO AND SOUTH TEXAS. THE INVESTMENTS ARE HELD AND MANAGED BY FIDELITY INVESTMENTS.

FORM 990, SCHEDULE D, PART X, LINE 2

THE FOUNDATION IS A NOT-FOR-PROFIT, SECTION 501(C)(3) ORGANIZATION. THE FOUNDATION ACCOUNTS FOR UNCERTAIN TAX POSITIONS, WHEN APPLICABLE, THROUGH THE PROVISIONS OF ASC 740-10-25. UNDER ASC 740-10-25, AN ORGANIZATION MUST RECOGNIZE THE TAX BENEFIT ASSOCIATED WITH TAX POSITIONS TAKEN FOR TAX RETURN PURPOSES WHEN IT IS MORE-LIKELY-THAN-NOT THAT THE POSITION WILL BE SUSTAINED. AT DECEMBER 31, 2018 AND 2017, NO UNCERTAIN TAX POSITIONS HAVE BEEN IDENTIFIED. THE FOUNDATION IS NO LONGER SUBJECT TO TAX EXAMINATIONS BY TAX AUTHORITIES FOR THE YEARS PRIOR TO 2015. IF APPLICABLE, INTEREST AND PENALTIES RELATED TO UNCERTAIN TAX POSITIONS WILL BE RECOGNIZED IN INCOME TAX EXPENSE. FOR THE YEARS ENDED DECEMBER 31, 2018 AND 2017, THE FOUNDATION DID NOT RECOGNIZE ANY RELATED INTEREST OR PENALTIES.

SCHEDULE I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Name of the organization

SAMF FUND

Employer identification number

82-2798932

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) RONALD MCDONALD HOUSE CHARITIES OF SAN ANTONIO 4803 SID KATZ DRIVE SAN ANTONIO, TX 78229	74-2140528	501 (C) (3)	45,000.				TO HELP FUND A NEW R
(2) ECUMENICAL CENTER 8310 EWING HALSELL DR SAN ANTONIO, TX 78229	74-1587388	501 (C) (3)	50,000.				TO HELP FUND MEDITAT
(3) UNIVERSITY OF TEXAS AT SAN ANTONIO 1 UTSA CIRCLE SAN ANTONIO, TX 78249	74-1717115	501 (C) (3)	88,000.				COLLABORATIVE RESEAR
(4) TEXAS BIOMEDICAL RESEARCH INSTITUTE 8715 W MILITARY DR SAN ANTONIO, TX 78227	74-1109630	501 (C) (3)	130,000.				COLLABORATIVE RESEAR
(5) SOUTH TEXAS REGIONAL ADVISORY COUNCIL 7500 US-90 #1 SAN ANTONIO, TX 78227	74-2896432	501 (C) (3)	100,000.				COLLABORATIVE RESEAR
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . . 5.
- 3 Enter total number of other organizations listed in the line 1 table . . . . .

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2018)

**Part III** **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1					
2					
3					
4					
5					
6					
7					

**Part IV** **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

draft

SCHEDULE J  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization

SAMF FUND

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Employer identification number

82-2798932

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Compensation committee   | <input type="checkbox"/> Written employment contract                                |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study                               |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a Receive a severance payment or change-of-control payment? . . . . .
- b Participate in, or receive payment from, a supplemental nonqualified retirement plan? . . . . .
- c Participate in, or receive payment from, an equity-based compensation arrangement? . . . . .
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a The organization? . . . . .
- b Any related organization? . . . . .
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a The organization? . . . . .
- b Any related organization? . . . . .
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III. . . . .

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? . . . . .

	Yes	No
1b		
2		
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7		X
8		X
9		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2018

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
JAMES R REED 1PRESIDENT	(i)	0.	0.	0.				
	(ii)	153,417.	50,000.	6,000.	28,132.	0.	237,549.	0.
2	(i)							
	(ii)							
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

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**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

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**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

SAMF FUND

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Employer identification number

82-2798932

PART VI, SECTION B, LINE 12C

IN ORDER TO DETERMINE WHETHER A FINANCIAL INTEREST OF AN INTERESTED PERSON MAY RESULT IN A CONFLICT OF INTEREST, EACH TRUSTEE, OFFICER, AND COMMITTEE OR TASK FORCE MEMBER HAVING A POSSIBLE CONFLICT OF INTEREST ON ANY MATTER UNDER CONSIDERATION AT ANY MEETING OF TRUSTEES (AS DEFINED IN SECTION III BELOW) MUST DISCLOSE THE FULL NATURE OF THE INTEREST TO THE OTHER TRUSTEES OR COMMITTEE OR TASK FORCE MEMBERS. IF IT IS DETERMINED THAT A CONFLICT OF INTEREST EXISTS, THE FOLLOWING PROCEDURES SHALL BE USED TO ADDRESS THE CONFLICT OF INTEREST:

THE INTERESTED TRUSTEE(S), OFFICER(S), OR COMMITTEE OR TASK FORCE MEMBER(S) MUST LEAVE THE MEETING OF TRUSTEES DURING THE DISCUSSION OF AND THE VOTE ON THE TRANSACTION OR ARRANGEMENT WHICH RESULTS IN THE CONFLICT OF INTEREST. FURTHER, IF THE VOTE ON THE TRANSACTION OR ARRANGEMENT IS DEFERRED TO A LATER DATE, THE INTERESTED TRUSTEE(S), OFFICER(S), OR COMMITTEE OR TASK FORCE MEMBER(S) SHALL NOT ADVOCATE TO OTHER TRUSTEES, OFFICERS, OR COMMITTEE OR TASK FORCE MEMBERS A SPECIFIC ACTION OR DECISION RELATING TO THE TRANSACTION OR ARRANGEMENT DURING THE TIME PRIOR TO THE DATE OF THE VOTE THEREON.

IF APPROPRIATE, A NON-INTERESTED PERSON, COMMITTEE, SUBCOMMITTEE OR TASK FORCE SHALL BE APPOINTED BY THE BOARD OR COMMITTEE TO INVESTIGATE ALTERNATIVES TO THE PROPOSED TRANSACTION OR ARRANGEMENT.

Name of the organization

SAMF FUND

Employer identification number

82-2798932

THE NON-INTERESTED TRUSTEE(S) OR COMMITTEE OR TASK FORCE MEMBERS, BY A  
 MAJORITY VOTE OF NON-INTERESTED TRUSTEES OR COMMITTEE OR TASK FORCE  
 MEMBERS PRESENT, MUST DETERMINE THAT THE TRANSACTION OR ARRANGEMENT IS IN  
 THE BEST INTEREST OF FUND AND FOR ITS OWN BENEFIT, IS FAIR AND REASONABLE  
 TO FUND AND, AFTER EXERCISING DUE DILIGENCE, MUST DETERMINE THAT FUND  
 COULD NOT OBTAIN A MORE MATERIALLY ADVANTAGEOUS TRANSACTION OR  
 ARRANGEMENT WITH REASONABLE EFFORTS UNDER THE CIRCUMSTANCES.

FORM 990, PART XI, LINE 9

TRANSFER OF ASSETS FROM SAN ANTONIO MEDICAL FOUNDATION

ATTACHMENT 1

FORM 990, PART X - INVESTMENTS - PUBLICLY TRADED SECURITIES

DESCRIPTION	ENDING BOOK VALUE	COST OR FMV
CORPORATE BONDS	4,196,719.	FMV
TOTALS	4,196,719.	

SCHEDULE R  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization

SAMF FUND

SAMF FUND

82-2798932

**Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

Open to Public  
Inspection

Employer identification number

82-2798932

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) SAMF REAL ESTATE, LLC P.O. BOX 29736 SAN ANTONIO, TX 78229	RE HOLDING CO	TX	0.		SAMF FUND
(2)					
(3)					
(4)					
(5)					
(6)					

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) SAN ANTONIO MEDICAL FOUNDATION PO BOX 29736 SAN ANTONIO, TX 78229	REAL ESTATE	TX	501 (C) (3)	LINE 7	N/A		X
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2018

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**Part III Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
<b>1</b> During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity . . . . .		X
<b>b</b> Gift, grant, or capital contribution to related organization(s) . . . . .		X
<b>c</b> Gift, grant, or capital contribution from related organization(s) . . . . .		X
<b>d</b> Loans or loan guarantees to or for related organization(s) . . . . .		X
<b>e</b> Loans or loan guarantees by related organization(s) . . . . .		X
<b>f</b> Dividends from related organization(s) . . . . .		
<b>g</b> Sale of assets to related organization(s) . . . . .		X
<b>h</b> Purchase of assets from related organization(s) . . . . .		X
<b>i</b> Exchange of assets with related organization(s) . . . . .		X
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s) . . . . .		X
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s) . . . . .		X
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) . . . . .		X
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) . . . . .		X
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) . . . . .	X	
<b>o</b> Sharing of paid employees with related organization(s) . . . . .	X	
<b>p</b> Reimbursement paid to related organization(s) for expenses . . . . .	X	
<b>q</b> Reimbursement paid by related organization(s) for expenses . . . . .		X
<b>r</b> Other transfer of cash or property to related organization(s) . . . . .		X
<b>s</b> Other transfer of cash or property from related organization(s) . . . . .	X	

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

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Schedule R (Form 990) 2018

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**Part VI** **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
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(14)													
(15)													
(16)													

Schedule R (Form 990) 2018

**Part VII** **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

draft

**CLIENT COPY**

**San Antonio Medical Foundation and  
SAMF Fund**

**Consolidated Financial Statements  
For the Years Ended December 31, 2018 and  
2017**

DRAFT



## **San Antonio Medical Foundation and SAMF Fund**

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Consolidated Financial Statements  
For the Years Ended December 31, 2018 and 2017

DRAFT

# San Antonio Medical Foundation and SAMF Fund

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## **Independent Auditor's Report**

Board of Trustees  
San Antonio Medical Foundation and SAMF Fund  
San Antonio, Texas

We have audited the accompanying consolidated financial statements of San Antonio Medical Foundation and SAMF Fund (the Foundation), which comprise the consolidated statements of financial position as of December 31, 2018 and 2017, the related consolidated statements of activities and changes in net assets, consolidated functional expenses and consolidated statements of cash flows for the years then ended, and the related notes to the consolidated financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. This includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditor's Responsibility***

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Opinion***

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of December 31, 2018 and 2017, and the changes in their net assets and cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

DATE

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## Consolidated Financial Statements

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**San Antonio Medical Foundation**  
**Consolidated Statements of Financial Position**

<i>December 31,</i>	<b>2018</b>	<b>2017</b>
<b>Assets</b>		
Cash and cash equivalents	\$ 544,734	\$ 531,341
Accounts receivable	42,936	-
Investments held for operations	12,247,902	12,837,163
Other assets	40,901	15,000
Land	6,667,457	6,786,669
Land improvements, net	2,223,016	2,193,444
Furniture and equipment, net	8,239	9,835
Investments held in perpetuity	997,426	1,075,600
<b>Total Assets</b>	<b>\$ 22,772,611</b>	<b>\$ 23,449,052</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts payable and accrued liabilities	\$ 1,674	\$ 2,161
Grants payable	-	45,000
Deferred revenue	12,163	25,848
<b>Total Liabilities</b>	<b>13,837</b>	<b>73,009</b>
<b>Net Assets</b>		
<b>Without Donor Restrictions</b>		
Board-designated for mission-related activities	500,000	500,000
Board-designated - operating reserve	750,000	750,000
Invested in property and equipment	8,898,712	8,989,948
Undesignated	11,612,636	12,060,495
<b>Total Without Donor Restrictions</b>	<b>21,761,348</b>	<b>22,300,443</b>
<b>With Donor Restrictions</b>	<b>997,426</b>	<b>1,075,600</b>
<b>Total Net Assets</b>	<b>22,758,774</b>	<b>23,376,043</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 22,772,611</b>	<b>\$ 23,449,052</b>

*The accompanying notes are an integral part of these consolidated financial statements.*

# San Antonio Medical Foundation

## Consolidated Statements of Activities and Changes in Net Assets

<i>Years ended December 31,</i>	<b>2018</b>	<b>2017</b>
<b>Changes in Net Assets Without Donor Restrictions</b>		
<b>Revenue, Gains, and Other Support</b>		
Contributions	\$ 57,850	\$ 61,822
In-kind contributions	49,750	47,910
Administrative fees	190,706	122,429
Lease income, net of direct expenses of \$25,687 for 2018 and \$21,486 for 2017	1,094,050	1,121,647
Fair value of leases in excess of lease rates	2,341,977	2,132,375
(Loss) gain on sale of land	(26,310)	5,250,048
Gain on donation of land	-	6,175,613
Interest and dividends, net	267,787	215,432
Realized and unrealized (loss) gain on investments	(693,369)	1,083,814
Net assets released from restrictions	35,765	34,635
<b>Total Revenue, Gains, and Other Support</b>	<b>3,318,206</b>	<b>16,245,725</b>
<b>Expenses</b>		
Program:		
Fair value of leases in excess of lease rates	2,341,977	2,132,375
Donated land	-	6,200,000
Other	1,341,414	1,500,927
Total Program	3,683,391	9,833,302
General and administrative	140,563	131,766
Fundraising	33,347	33,489
<b>Total Expenses</b>	<b>3,857,301</b>	<b>9,998,557</b>
<b>Changes in Net Assets Without Donor Restrictions</b>	<b>(539,095)</b>	<b>6,247,168</b>
<b>Changes in Net Assets With Donor Restrictions</b>		
Dividends and interest	23,104	19,544
Realized and unrealized (loss) gain on investments	(65,513)	116,072
Net assets released from restrictions	(35,765)	(34,635)
<b>Changes in Net Assets With Donor Restrictions</b>	<b>(78,174)</b>	<b>100,981</b>
<b>Change in Net Assets</b>	<b>(617,269)</b>	<b>6,348,149</b>
<b>Net Assets, beginning of the year</b>	<b>23,376,043</b>	<b>17,027,894</b>
<b>Net Assets, end of year</b>	<b>\$ 22,758,774</b>	<b>\$ 23,376,043</b>

*The accompanying notes are an integral part of these consolidated financial statements.*

# San Antonio Medical Foundation

## Consolidated Statements of Functional Expenses

<i>Year ended December 31, 2018</i>	Program	General and Administrative	Fundraising	Total
Compensation	\$ 285,515	\$ 44,677	\$ 17,380	\$ 347,572
Consultants	-	38,357	-	38,357
Depreciation expense	33,251	8,867	2,217	44,335
Fair value of leases in excess of lease rates	2,341,977	-	-	2,341,977
Donations	25,750	400	-	26,150
Insurance	8,030	3,072	-	11,102
Legal	34,092	-	-	34,092
Office:				
Other	-	27,502	-	27,502
In-kind office rent	37,620	8,415	3,465	49,500
Promotion	31,014	4,500	10,285	45,799
Properties maintenance	46,184	-	-	46,184
Trustee meetings	19,093	4,773	-	23,866
Special event expense	11,321	-	-	11,321
Grants/ awards:				
Medical Center Alliance	100,000	-	-	100,000
Collaborative Research Grants	150,000	-	-	150,000
Healthy Kids Initiative	50,000	-	-	50,000
General grants	418,000	-	-	418,000
Marketing:				
Bioscience Research Database	2,520	-	-	2,520
STMC Awareness Campaign	89,024	-	-	89,024
<b>Total Expenses</b>	<b>\$ 3,683,391</b>	<b>\$ 140,563</b>	<b>\$ 33,347</b>	<b>\$ 3,857,301</b>
<i>Year ended December 31, 2017</i>				
Compensation	\$ 271,791	\$ 42,540	\$ 16,545	\$ 330,876
Consultants	-	44,061	-	44,061
Depreciation expense	33,277	8,874	2,218	44,369
Fair value of leases in excess of lease rates	2,132,375	-	-	2,132,375
Donated land	6,200,000	-	-	6,200,000
Donations	19,500	200	-	19,700
Insurance	8,890	3,037	-	11,927
Legal	5,383	-	-	5,383
Office:				
Other	-	21,528	-	21,528
In-kind office rent	36,411	8,145	3,354	47,910
Promotion	30,898	-	11,372	42,270
Properties maintenance	39,693	-	-	39,693
Trustee meetings	16,533	3,381	-	19,914
Special event expense	42,009	-	-	42,009
Grants/ awards:				
Medical Center Alliance	100,000	-	-	100,000
Collaborative Research Grants	403,750	-	-	403,750
Healthy Kids Initiative	51,000	-	-	51,000
General grants	125,000	-	-	125,000
Marketing:				
Bioscience Research Database	3,438	-	-	3,438
STMC Awareness Campaign	313,354	-	-	313,354
<b>Total Expenses</b>	<b>\$ 9,833,302</b>	<b>\$ 131,766</b>	<b>\$ 33,489</b>	<b>\$ 9,998,557</b>

The accompanying notes are an integral part of these consolidated financial statements.



# San Antonio Medical Foundation

## Consolidated Statements of Cash Flows

<i>Years ended December 31,</i>	<b>2018</b>	<b>2017</b>
<b>Cash Flows from Operating Activities</b>		
Change in net assets	\$ (617,269)	\$ 6,348,149
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	44,335	44,369
Realized and unrealized loss (gain) on investments	758,882	(1,199,886)
Loss (gain) on sale of land	26,310	(5,250,048)
Change in operating assets and liabilities:		
Accounts receivable	(42,936)	19,850
Other assets	(25,901)	14,477
Accounts payable and accrued liabilities	(487)	(129)
Grants payable	(45,000)	(145,000)
Deferred revenue	(13,685)	14,085
<b>Net cash provided by (used in) operating activities</b>	<b>84,249</b>	<b>(154,133)</b>
<b>Cash Flows from Investing Activities</b>		
Net proceeds from sale/maturity of investments	371,553	284,414
Net purchase of investments	(463,000)	(5,715,967)
Net proceeds from sale of land	25,000	5,407,678
Purchase of furniture and equipment	(4,409)	-
<b>Net cash used in investing activities</b>	<b>(70,856)</b>	<b>(23,875)</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>13,393</b>	<b>(178,008)</b>
<b>Cash and Cash Equivalents, beginning of year</b>	<b>531,341</b>	<b>709,349</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$ 544,734</b>	<b>\$ 531,341</b>

### Non-Cash Transactions

In December 2017, the Foundation donated a parcel of land with a carrying value of \$24,387. Gain on fair value of donated land amounting to \$6,175,613 which is offset by the fair value of the donation expense amounting to \$6,200,000 were included in the consolidated statements of changes in activities and changes in net assets.

*The accompanying notes are an integral part of these consolidated financial statements .*

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

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### 1. Organization Purpose and Summary of Significant Accounting Policies

#### *Organization Purpose*

The San Antonio Medical Foundation (SAMF) is a nonprofit foundation organized under the laws of the State of Texas and operated for charitable, scientific, and educational purposes. The mission of the Foundation is to improve health care, advance biomedical science, and enhance community well-being, by providing leadership and active stewardship of land and other assets.

SAMF Fund (Fund) is a nonprofit organization formed to support the charitable mission and purposes of SAMF and holds certain real estate and investments on behalf of SAMF.

#### *Basis of Presentation and Consolidation*

The consolidated financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP). The consolidated financial statements include the activities of SAMF and the Fund (collectively, the Foundation). All intercompany transactions have been eliminated in consolidation.

#### *Basis of Reporting*

Net assets, revenues, gains and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

*Net Assets without Donor Restrictions* - Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions. The governing board has designated, from net assets without donor restrictions, net assets for an operating reserve and mission related activities.

*Net Assets With Donor Restrictions* - Net assets subject to donor (or certain grantor) imposed restriction. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is when the stipulated time has elapsed, when the stipulate purpose for which the resource was restricted has been fulfilled, or both.

#### *Use of Estimates*

The preparation of consolidated financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

#### *Cash and Cash Equivalents*

For purposes of the consolidated statements of cash flows, all highly liquid debt instruments with an original maturity of three months or less are considered to be cash equivalents. Cash and equivalents that are part of long-term investments are shown within investments in accordance with the Foundation's policy.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

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### 1. Organization Purpose and Summary of Significant Accounting Policies (Continued)

#### *Accounts Receivable*

Accounts receivable represents amounts owed to the Foundation for leases. Management considers accounts receivable at December 31, 208 and 2017, to be fully collectible; accordingly no allowance for doubtful accounts has been recorded.

#### *Investments*

Investments are recorded at fair value based on quoted market prices in active markets.

#### *Fair Value of Financial Instruments*

The Foundation's financial instruments consist principally of cash and cash equivalents and short- and long-term marketable securities. The fair value of a financial instrument is the amount that would be received in an asset sale or paid to transfer a liability in an orderly transaction between unaffiliated market participants. Assets and liabilities measured at fair value are categorized based on whether the inputs are observable in the market and the degree that the inputs are observable. The categorization of financial instruments within the valuation hierarchy is based on the lowest level of input that is significant to the fair value measurement. The hierarchy is prioritized into three levels (with Level 3 being the lowest) defined as follows:

- Level 1 - Quoted prices in active markets for identical assets or liabilities that the entity has the ability to access.
- Level 2 - Observable inputs other than prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated with observable market data.
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities. This includes certain pricing models, discounted cash flow methodologies, and similar techniques that use significant unobservable inputs.

The Foundation believes that the recorded values of all the other financial instruments approximate their current fair values because of their nature and relatively short maturity dates or durations. See Note 4.

#### *Property and Equipment*

The Foundation follows the practice of capitalizing all purchases of land, land improvements and furniture and equipment in excess of \$1,000. Property and equipment are stated at cost if purchased, or at fair value at the date of contribution. Depreciation on land improvements is calculated using the straight-line method over the estimated useful lives of the assets, which range from 15 to 40 years. Depreciation on furniture and equipment is calculated using the straight-line method over the estimated useful lives of the assets, which range from 5 to 7 years. Land is held at estimated cost and no depreciation is recorded.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

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### 1. Organization Purpose and Summary of Significant Accounting Policies (Continued)

#### *Property and Equipment*

The Foundation reviews the carrying values of property and equipment for impairment whenever events or circumstances indicate that the carrying value of an asset may not be recoverable from the estimated future cash flows expected to result from its use and eventual disposition. When considered impaired, an impairment loss is recognized to the extent carrying value exceeds the fair value of the assets. There were no indicators of asset impairment during the years ended December 31, 2018 and 2017, and accordingly, no impairment loss was recognized.

#### *Contributions and Revenue Recognition*

The Foundation reports all contributions as without donor restrictions unless specifically restricted by the donor. Amounts received that are designated for future periods, or are restricted by the donor for specific purposes, are reported as with donor restrictions. Contributions are recorded as revenue upon receipt of the gift or receipt of an unconditional promise to give, whichever comes first.

When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, with donor restrictions net assets are reclassified to without donor restrictions net assets and are reported in the consolidated statements of activities and changes in net assets as net assets released from restrictions.

Administrative fees are recognized in the period earned.

In-kind contribution revenue is recognized for the value of certain ground leases, as explained in Note 8 to these financial statements. Lease income is recognized in the period earned, with any advance payments by tenants recorded as deferred revenue.

#### *Functional Allocation of Expenses*

The costs of providing the programs and other activities have been summarized on a functional basis in the consolidated statements of activities and changes in net assets and consolidated statements of functional expenses. Accordingly, certain costs have been allocated between programs and supporting services benefited. The expenses that are allocated include depreciation and in-kind office rent which are allocated on a square footage basis, as well as compensation, promotion, special events and trustee meetings, which are allocated on the basis of estimates of time and effort. All other allocated costs are based on actual figures.

#### *Income Taxes*

The SAMF and Fund are not-for-profit, Section 501(c)(3) organizations. The SAMF and Fund account for uncertain tax positions, when applicable, through the provisions of ASC 740-10-25. Under ASC 740-10-25, an organization must recognize the tax benefit associated with tax positions taken for tax return purposes when it is more-likely-than-not that the position will be sustained. At December 31, 2018 and 2017, no uncertain tax positions have been identified. The SAMF and Fund are no longer subject to tax examinations by tax authorities for the years prior to 2015. If applicable, interest and penalties related to uncertain tax positions will be recognized in income tax expense. For the years ended December 31, 2018 and 2017, the SAMF and Fund did not recognize any related interest or penalties.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

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### 1. Organization Purpose and Summary of Significant Accounting Policies (Continued)

#### *Reclassification*

Certain reclassifications of amounts previously reported have been made to the accompanying consolidated financial statements to maintain consistency between periods presented. The reclassifications had no impact on previously reported net assets.

#### *Accounting Pronouncements Issued but Not Yet Adopted or Currently in Effect*

##### *Revenue from Contracts with Customers (Topic 606)*

In May 2014, the Financial Accounting Standards Board (FASB) issued ASU 2014-09, *Revenue from Contracts with Customers (Topic 606)*, which is a comprehensive new revenue recognition standard that will supersede existing revenue recognition guidance. The core principle of the guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customer in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. FASB issued ASU 2015-14 that deferred the effective date for the Foundation until annual periods beginning after December 15, 2018. Earlier adoption is permitted subject to certain limitations. The amendments in this update are required to be applied retrospectively to each prior reporting period presented or with the cumulative effect being recognized at the date of initial application. Management is currently evaluating the impact of this ASU on its financial statements.

##### *Leases (Topic 842)*

In February 2016, FASB issued ASU 2016-02, *Leases (Topic 842)*, to increase transparency and comparability among organizations by recognizing lease assets and lease liabilities on the statement of financial position and disclosing key information about leasing arrangements for lessees and lessors. The new standard applies a right-of-use (ROU) model that requires, for all leases with a lease term of more than 12 months, an asset representing its right to use the underlying asset for the lease term and a liability to make lease payments to be recorded. The ASU is effective for the Foundation's fiscal years beginning after December 15, 2019 with early adoption permitted. Management is currently evaluating the impact of this ASU on its financial statements.

#### *Accounting Pronouncements Issued and Adopted*

##### *Not-for-Profit Entities (Topic 958) - Presentation of Financial Statements of Not-for-Profit Entities*

In August 2016, FASB issued ASU 2016-14, *Not-for-Profit Entities (Topic 958) - Presentation of Financial Statements for Not-for-Profit Entities*. The ASU amends the current reporting model for nonprofit organizations and enhances their required disclosures. The major changes include; (a) requiring the presentation of only two classes of net assets now entitled "net assets without donor restrictions" and "net assets with donor restrictions", (b) modifying the presentation of underwater endowment funds and related disclosures, (c) requiring the use of the placed in service approach to recognize the expirations of restrictions on gifts used to acquire or construct long-lived assets absent explicit donor stipulations otherwise, (d) requiring that all nonprofits present an analysis of expenses by function and nature in either the statement of activities, a separate statement, or in the notes and disclose a summary of the allocation methods used to allocate costs, (e) requiring the

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

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### 1. Organization Purpose and Summary of Significant Accounting Policies (Continued)

#### *Accounting Pronouncements Issued and Adopted (Continued)*

#### *Not-for-Profit Entities (Topic 958) - Presentation of Financial Statements of Not-for-Profit Entities (Continued)*

disclosure of quantitative and qualitative information regarding liquidity and availability of resources, (f) presenting investment return net of external and direct expenses, and (g) modifying other financial statement reporting requirements and disclosures intended to increase the usefulness of nonprofit financial statements. The Foundation adopted the ASU for fiscal year ended December 31, 2018 and retroactively applied the standard to conform the December 31, 2017 presentation.

### 2. Concentration of Risk

The Foundation maintains multiple bank accounts at certain financial institutions in San Antonio, Texas. From time to time, certain account balances exceeded the Federal Deposit Insurance Corporation (FDIC) insured maximum. The Foundation monitors the credit worthiness of these financial institutions to avoid unnecessary exposure to risk. Cash at December 31, 2018 and 2017 exceeded the FDIC limit by approximately \$332,000 and \$470,000, respectively. The Foundation did not incur any losses associated with this risk.

### 3. Liquidity and Available Resources

Financial assets without donor or other restrictions limiting their use, and available for general expenditure within one year of statement of financial position date are comprised of the following:

Cash and cash equivalents	\$	544,734
Accounts receivable		42,936
Investments held for operations		12,247,902
Less: Board designated reserves		(1,250,000)

Total financial assets available to meet cash needs for general expenditure within one year	\$	11,585,572
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The Operating budget is approved annually by the Foundation's Executive Committee and Board. Adjustments to the budget during the year, if any, are also approved by the Executive Committee and/or Board. The Foundation regularly monitors liquidity to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. As a part of the Foundation's liquidity management plan, cash in excess of \$300,000, if not required in the immediate future, are invested in accordance with the Board policy. The Board has designated \$750,000 for operating reserves and \$500,000 for mission related activities.

Annual income for SAMF comes primarily from long-term ground leases to mission-related entities and contributions. Ground leases have Consumer Price Index adjustments built in to stay current with inflation.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 3. Liquidity and Available Resources (Continued)

The Foundation's endowment funds consist of donor-restricted endowments. Income from donor-restricted endowments is restricted for specific purposes, with the exception of the amounts available for general use. Donor-restricted endowment fund are not available for general expenditures. See note 14.

### 4. Investments

At December 31, the fair value of investments, which are shown as investments held for operations and investments held in perpetuity in the consolidated statements of financial position, were as follows:

	2018	2017
Money market funds	\$ 397,099	\$ 393,714
Mutual funds	7,411,500	8,257,236
Corporate bonds	4,196,719	4,001,254
Municipal bonds	1,095,578	1,116,167
US treasury/agency securities	144,432	144,392
<b>Total</b>	<b>\$ 13,245,328</b>	<b>\$ 13,912,763</b>

### 5. Fair Values of Financial Instruments

In accordance with the fair value hierarchy described in Note 1, the following tables show the fair value of the Foundation's financial assets that are required to be measured at fair value as of December 31:

2018	Level 1	Level 2	Level 3	Total
Money market funds	\$ 397,099	\$ -	\$ -	\$ 397,099
Mutual funds	7,411,500	-	-	7,411,500
Corporate bonds	4,196,719	-	-	4,196,719
Municipal bonds	-	1,095,578	-	1,095,578
US treasury/agency securities	-	144,432	-	144,432
<b>Total Assets at Fair Value</b>	<b>\$ 12,005,318</b>	<b>\$ 1,240,010</b>	<b>\$ -</b>	<b>\$ 13,245,328</b>
2017	Level 1	Level 2	Level 3	Total
Money market funds	\$ 393,714	\$ -	\$ -	\$ 393,714
Mutual funds	8,257,236	-	-	8,257,236
Corporate bonds	4,001,254	-	-	4,001,254
Municipal bonds	-	1,116,167	-	1,116,167
US treasury/agency securities	-	144,392	-	144,392
<b>Total Assets at Fair Value</b>	<b>\$ 12,652,204</b>	<b>\$ 1,260,559</b>	<b>\$ -</b>	<b>\$ 13,912,763</b>

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 6. Land and Improvements

Land included the carrying value of remaining acreage held by the Foundation. This land and its improvements represent approximately 206 undeveloped acres acquired from the following at December 31:

Land	2018	2017
Five Oaks, Inc.	\$ 55,618	\$ 55,618
Earl and Gladys Cooper	292,888	292,888
Florence B. McAlpine	28,701	28,701
Boyce Gaskin, Inc.	394,370	462,272
Norman and Avram Jacobson (Fawn Meadow)	2,348,367	2,367,921
RTC	-	31,756
Fannie Lee Denman	716,634	716,634
Cinnamon Hill	673,377	673,377
Valley Green Joint Venture (Fawn Meadow)	122,630	122,630
Maness Property	457,904	457,904
Hamilton Wolfe easement	1,576,968	1,576,968
<b>Total Land</b>	<b>\$ 6,667,457</b>	<b>\$ 6,786,669</b>
Land Improvements	2018	2017
Sewer project	\$ 79,375	\$ 79,375
Five Oaks	194,564	194,564
Gaskin	277,201	209,298
Landscaping - Ewing Halsell and Wurzbach	9,079	9,079
Cooper	167,363	167,363
Health Resources Cluster Project	228,645	228,645
Sid Katz Drive extension	154,121	154,121
Floyd Curl	906,127	906,127
Depreciable Improvements:		
Maness House	95,020	95,020
Denman improvements	82,870	82,870
Other:		
Walking trail	342,978	342,978
	<b>2018</b>	<b>2017</b>
Total Land Improvements before Depreciation	2,537,343	2,469,440
Less: Accumulated depreciation	(314,327)	(275,996)
<b>Net Land Improvements</b>	<b>\$ 2,223,016</b>	<b>\$ 2,193,444</b>

In February 2018, the Foundation sold a parcel of land with a carrying value of \$19,554. Gain on sale recognized in the consolidated statements of activities and changes in net assets amounted to \$5,446.



# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 6. Land and Improvements (Continued)

In 2018, the Foundation disposed a parcel of land with carrying value of \$31,756. Loss on disposal recognized in the consolidated statements of activities and net assets amounted to \$31,756.

In April 2017, the Foundation sold a parcel of land and land improvements with a carrying value of \$133,243. Gain on sale recognized in the consolidated statements of activities and changes in net assets amounted to \$5,250,048 for the year ended December 31, 2017.

In December 2017, the Foundation donated a parcel of land with a carrying value of \$24,387 which had an appraised value of \$6,200,000. The gain on the donated land amounting to \$6,175,613, which was determined based on the level 3 input appraisal report. The gain and corresponding donation expense of \$6,200,000 were included in the consolidated statements of activities and changes in net assets.

### 7. Furniture and Equipment

At December 31, the Foundation had the following furniture and equipment:

	2018	2017
Furniture and fixtures	\$ 10,163	\$ 10,163
Equipment	22,571	18,163
Trail exercise equipment	61,657	61,657
Total Furniture and Equipment before Depreciation	94,391	89,983
Less: Accumulated depreciation	(86,152)	(80,148)
Net Furniture and Equipment	\$ 8,239	\$ 9,835

### 8. Fair Value of Leases in Excess of Lease Rates

The Foundation arranges for leases of its property to organizations serving the San Antonio and South Texas community that strengthen the Medical Center. The Foundation records the economic benefit from these leases based on the appraisal reports prepared by real estate appraisers. These amounts estimate the fair value of the contributed leases. The value of these leases, in excess of lease rates charged for the years ended December 31, 2018 and 2017, totaled \$2,341,977 and \$2,132,375, respectively, which is included in fair value of leases in excess of lease rates account in the consolidated statements of activities and changes in net assets. The estimated value of the leases is revalued every five years at its fair value.

### 9. Office Lease

The Foundation pays no rent for its office space, but recognizes the fair value of the rent as in-kind contribution income and as in-kind office rent expense. These amounts totaled \$49,500 in 2018 and \$47,910 in 2017, which is included in in-kind office rent account on the consolidated statements of functional expenses.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 10. Leases to Others

In addition to leasing its land to various nonprofit institutions at nominal cost to the lessee, the Foundation leases a portion of its land to commercial businesses (some of which are medically affiliated).

The lease agreements contain minimum annual rental payments, with some leases having periodic adjustments based on the consumer price index. One lease generates additional lease payments based on a percentage of sales above a certain threshold. The leases vary in duration from month-to-month to 30 years, with most having renewable options. Some permit and zoning costs incurred by certain tenants during construction are refunded to the tenants by credits against future rental payments.

Approximate minimum payments to be received under non-cancelable long-term operating leases for the next five years, net of refundable credits, are as follows:

2018	\$ 1,068,194
2019	1,068,194
2020	1,068,194
2021	1,068,194
2022	1,068,194

### 11. Contingencies and Commitments

On July 1, 2002, the Foundation entered into an Infrastructure Participation Agreement (the Agreement) with the Medical Center Alliance for the purpose of planning and managing capital improvement initiatives within the Medical Center. The Agreement had a term of two years and automatically renews unless terminated. A two-year advance notice is required for termination of the Agreement. In 2018 and 2017, the Foundation paid \$100,000 per year under the Agreement. Future maximum assessments under the Agreement total \$100,000 in 2019.

In 2015, the Foundation conditionally committed to fund up to \$200,000 (to be paid in increments of \$100,000 or \$50,000) over a period of three years to the Ecumenical Center to be used for the meditation garden and future stages of the outdoor therapy areas and spaces. The payments of these grant amounts were contingent upon the Ecumenical Center raising matching funds. As of December 31, 2018 and 2017, conditions were met and the Foundation recorded \$50,000 and \$100,000 in expenses, which is included in the other program expenses on the consolidated statements of activities and changes in net assets and also on general grants expenses on the statements of functional expenses. The three year agreement has been fulfilled as of December 31, 2018

In 2016, the Foundation committed to fund up to \$135,000 (to be paid in increments of \$45,000) over a period of three years to the Ronald McDonald House to be used for construction of certain amenities. In 2018, the Foundation paid \$45,000, reducing the grants payable account in the prior year to zero. The three year agreement has been fulfilled as of December 31, 2018.

The Foundation has a line-of-credit with Broadway National Bank for \$3,000,000. The line-of-credit is renewed annually with interest payments due monthly. The expiration date and interest rate will be determined at the time the line-of-credit is used. The Foundation had no balance outstanding on the line-of-credit at December 31, 2018 and 2017.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 12. Employee Retirement Plans

The Foundation has a simplified employee pension plan (the Plan) available to employees who are at least 18 years old and have completed six months of service. The cost of the Plan to the Foundation is a percentage of annual compensation as agreed to by the Board of Directors. Plan expense was \$39,537 and \$37,117 for the years ended December 31, 2018 and 2017, respectively, which is included in general and administrative account on the consolidated statements of activities and changes in net assets.

The Foundation sponsors a 403(b) defined contribution plan. Contributions are made by the employees only and, therefore, there is no contribution by the Foundation.

### 13. Net Assets with Donor Restrictions

Net assets with donor restrictions were available for the following purposes at December 31:

	2018	2017
Program activity	\$ 491,171	\$ 569,345
Endowment restricted in perpetuity	506,255	506,255
<b>Total Net Assets With Donor Restrictions</b>	<b>\$ 997,426</b>	<b>\$ 1,075,600</b>

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose, by the occurrence of events specified by the donors, or by a change in the restrictions specified by the donor. Amounts released from donor restrictions were as follows at December 31:

	2018	2017
Satisfaction of program restrictions	\$ 35,765	\$ 34,635

### 14. Endowment Funds

#### *General Information*

At December 31, 2018, the Foundation maintains approximately \$997,426 of endowment funds established for community healthcare needs. These endowments consist of both donor-restricted endowment contributions and accumulated earnings on those funds. The donor-restricted endowment funds fall under the provisions of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA), which was adopted by the state of Texas with an effective date of September 1, 2007. This policy defines the Foundation's interpretation of the provisions of this law as they relate to the prudent management of its endowment fund.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

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### 14. Endowment Funds (Continued)

#### *Background*

In July, 2006, the Uniform Law Commission (ULC) approved UPMIFA as a modernized version of the Uniform Management of Institutional Funds Act of 1972 (UMIFA), which governed the investment and management of donor-restricted endowment funds by not-for-profit organizations. The major change of the new law is that UPMIFA prescribes new guidelines for expenditure of a donor-restricted endowment fund when there are no explicit donor stipulations. These guidelines require the organization to determine what constitutes prudent spending based upon consideration of the donor's intent that the endowment fund continues permanently, the purpose of the fund, and relevant economic factors. UPMIFA emphasizes the perpetuation of the purchasing power of the fund, not just the original dollars contributed to the fund.

Although UPMIFA does not require that a specified amount be set aside as principal, it assumes that an organization will preserve "principal" by maintaining the purchasing power of amounts contributed and will spend "income" by making distributions using a reasonable spending rate.

#### *Endowment "Principal" Interpretation*

The Foundation has interpreted UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds, absent explicit donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as net assets with donor restrictions the original value of gifts donated to the endowment in perpetuity (the Principal). The remaining portion of the donor-restricted endowment fund that is not classified as held in perpetuity is classified as non-operating or without donor restrictions until those amounts are appropriated for expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by UPMIFA.

#### *Endowment Investment Objectives*

Endowment investments were managed by USAA Trust Services beginning July 2014 through July 2016 at which time all investments were moved to Fidelity, which was approved by the Board of Trustees of the Foundation in order to more appropriately align the investment mix with the Foundation's investment policy.

To satisfy its long-term rate of return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

#### *Endowment "Income" Appropriation (Spending Policy)*

The Foundation accrues capital appreciation or depreciation (realized and unrealized gains or losses) on endowment investments. Earned investment income (i.e. dividends and interest) is generally appropriated.

When the fair market value of the fund exceeds the amount restricted in perpetuity, up to 5% of the fair market value may be appropriated in any year. This is calculated on the basis of market values determined at least quarterly, and averaged over a period of not less than three years immediately preceding the year in which the appropriation for expenditure is to be made. These funds may only be appropriated and distributed in accordance with donor use restrictions.

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 14. Endowment Funds (Continued)

In accordance with UPMIFA, in all its endowment spending activity, the Foundation will consider the following factors in making a determination to appropriate (spend) or accumulate donor-restricted endowment funds:

1. The duration and preservation of the fund
2. The purposes of the Foundation and the donor-restricted endowment fund
3. General economic and investment market conditions
4. The possible effect of inflation and deflation
5. The expected total return from income and the appreciation of investments
6. Other resources of the Foundation, and
7. The investment policies of the Foundation

#### *Endowment Net Asset Composition by Type of Fund as of December 31, 2018*

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds	\$ -	\$ 997,426	\$ 997,426

#### *Changes in Endowment Net Assets for the Year Ended December 31, 2018*

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	\$ -	\$ 1,075,600	\$ 1,075,600
Investment Return			
Interest and dividends	-	23,104	23,104
Net appreciation (realized and unrealized)	-	(65,513)	(65,513)

	Without Donor Restrictions	With Donor Restrictions	Total
Total Investment Return	-	(42,409)	(42,409)
Contributions			
Appropriations of endowment assets for expenditure	-	(35,765)	(35,765)
Endowment Net Assets, End of Year	\$ -	\$ 997,426	\$ 997,426

# San Antonio Medical Foundation and SAMF Fund

## Notes to Consolidated Financial Statements

### 14. Endowment Funds (Continued)

#### *Endowment Net Asset Composition by Type of Fund as of December 31, 2017*

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds	\$ -	\$ 1,075,600	\$ 1,075,600

#### *Changes in Endowment Net Assets for the Year Ended December 31, 2017*

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	\$ -	\$ 974,619	\$ 974,619
Investment Return			
Interest and dividends	-	19,544	19,544
Net appreciation (realized and unrealized)	-	116,072	116,072
Total Investment Return	-	135,616	135,616
Contributions			
Appropriations of endowment assets for expenditure	-	(34,635)	(34,635)
Endowment Net Assets, End of Year	\$ -	\$ 1,075,600	\$ 1,075,600

### 15. Subsequent Events

The Foundation's management has evaluated events subsequent to December 31, 2018 and through **DATE**, which is the date the financial statements were available to be issued.

**SAN ANTONIO MEDICAL FOUNDATION  
BOARD OF TRUSTEE MEETING  
11:45 A.M. JUNE 4, 2019  
LA QUINTA  
4431 HORIZON HILL BLVD.**

**AGENDA**

- |             |   |                              |
|-------------|---|------------------------------|
| <b>I.</b>   | <b>WELCOME AND OPENING COMMENTS</b>   | Chair Scofield               |
| <b>II.</b>  | <b>INVOCATION</b>   | Leticia Mond                 |
| <b>III.</b> | <b>CONSENT AGENDA ITEMS</b><br>Reports submitted in the Board packet<br><br>MAY 7, 2019 MINUTES<br><br>FINANCIAL REPORTS<br><br>HEALTH ISSUES COMMITTEE REPORT<br><br>Questions & discussion if any<br><br><u><b>APPROVAL OF THE CONSENT AGENDA REPORTS</b></u> |                              |
| <b>IV.</b>  | <b>ITEMS FOR DISCUSSION/DECISION</b><br>Acceptance of 2018 Audit<br>Acceptance of 2018 Form 990s  | Denise Green<br>Denise Green |
| <b>V.</b>   | <b>SPEAKER PRESENTATION</b><br>Center for Health Care Services  | Jelynn Burley                |
| <b>VI.</b>  | <b>CHAIR'S REMARKS</b>  | George Scofield              |
| <b>VII.</b> | <b>ADJOURNMENT</b>  |                              |

**Upcoming Committee Meetings**  
**Grant Review Committee - TBD**

**Next Board Meeting**  
**September 3 at LaQuinta, 4431 Horizon Hill Blvd.**



S A N A N T O N I O  
M E D I C A L F O U N D A T I O N

**BOARD OF TRUSTEES' MEETING  
MAY 7, 2019 @ 11:45 A.M.  
LA QUINTA  
4431 HORIZON HILL BLVD.**

**MINUTES**

**ATTENDING:**

Wayne Alexander  
Bryan Alsip, M.D., M.P.H.  
Bill Balthrope  
Ray Berend  
Warren Branch, DDS  
Phyllis Browning  
Jelynn Burley  
Mark Carvajal  
Ray Carvajal  
Rebecca Cedillo  
Stephanie Chandler  
Steve Davis, MD  
Arthur Emerson  
Connie Gilbert  
Adam Hamilton  
Andy Harig  
Harriet Helmle  
Peter Hennessey  
Bill Henrich, MD  
George Hernandez  
Bill Hinchey, MD  
Brenda Johnson  
Joe Krier  
Marty Landon  
Bill Moll  
Leticia Mond  
Gabriele Niederauer, PhD  
Phil Pfeiffer  
P.J. Pfeiffer  
Jenna Saucedo-Herrera  
Larry Schlesinger, MD  
Harry Schwethelm  
George Scofield, Chair  
Phyllis Siegel

Ken Trevett  
David Young, MD

**NOT ATTENDING:**

Mario Barrera  
Liz Crawford  
Jim Dublin  
Lisa Friel  
Pat Frost  
Phyllis Gallay  
Paula Gold-Williams  
Dan Goodgame  
Denise Green  
Mike Kreager  
Joe McKinney  
George Peoples, MD  
Ed Rice  
Bob Shemwell  
Gurpaul Singh  
Madeline Slay

**ALSO ATTENDING:**

Robert Ferrer, MD, UT Health SA  
Kumar Sharma, MD, UT Health SA,  
Jim Reed, SAMF President  
Pam Leissner, SAMF Staff



## **CALL TO ORDER**

Chair Scofield opened the meeting by welcoming those in attendance. Chair Scofield then asked Trustee Alexander to give the invocation.

## **CONSENT AGENDA ITEMS**

Chair Scofield asked if there were any questions or comments regarding the Consent Agenda Items. Trustee Balthrope informed he would like to amend the minutes to add his comments at the last Board meeting at which he reported that the Medical Center Alliance completed both of the bond issue projects: the intersection of Ewing Halsell at Louis Pasteur and right turn lane from Louis Pasteur onto Babcock. He also reported that the Floyd Curl green street project is to be completed by the end of this year. The value of these projects is over \$20 million and are a very meaningful improvement to the South Texas Medical Center. He then reported that the purpose of the green street is to get people walking or biking, out of the street and onto the paths. This week there have been three incidents of cars driving on the biking paths. With the addition of Trustee Balthrope's comments, a motion was made, seconded and carried to approve the Consent Agenda Items.

## **TRUSTEE ITEMS OF INTEREST**

Chair Scofield thanked Trustee Hamilton for a job well done on the annual educational luncheon. The speaker, Dr. Vivek Murthy, was very inspiring with his call to action and nothing but wonderful comments have been received by those attending. Dr. Murthy also did a great job mentoring the medical and healthcare students after the luncheon.

Chair Scofield thanked the entire Board for keeping the secret about President Reed's 20<sup>th</sup> anniversary surprises for so many months. He informed that President Reed was so stunned he couldn't say much, which was priceless! President Reed then thanked everyone for all the kind notes and letters, for naming the trail and the tree after him, and for the scholarship fund in his name at UT Health San Antonio. He expressed his deep appreciation for the commitment and ownership all the Trustees show in making committee and Board decisions and he is very proud to be a part of such a great organization.

Trustee Young informed that the first Level II trauma center in Austin caused an 8% decrease in volume for the Dell Level I trauma center. Today their volume is down by more than 30% and it imperils their designation. Level 2 trauma centers are a threat to both of our Level I trauma centers and threatens our ability to train trauma teams. Trustee Henrich agreed with Trustee Young stating that Level II trauma centers are a threat to San Antonio. Level I is divided between University Health System and SAMMC. The preservation of SAMMC is of the utmost importance. The Level II trauma centers are a threat to San Antonio; because if the military cannot train and be military ready, they will leave and go somewhere else. Lack of that identity would be a big blow to this city. Military is extremely important to San Antonio and Level II trauma centers are a real

threat. The Level I trauma centers took brilliant care of the Sutherland Springs disaster. What is driving the Level II trauma centers is not the health and wellbeing of the community. We do not need Level II trauma centers in San Antonio. Trustee Henrich reiterated that if the military is harmed, they will leave and go somewhere else and San Antonio will suffer. In response to Trustee Browning's question as to what community members can do to help, Trustee Henrich responded that letters to the Mayor and County Judge would be appropriate. However, the fact is that we cannot do much about it. Trustee Young reminded that both the city and county have written resolutions about the issue.

### **SPEAKER PRESENTATION**

Chair Scofield introduced Dr. William Henrich, President of UT Health SA, who introduced Dr. Kumar Sharma, the chief of the Division of Nephrology. Chair Scofield then introduced Dr. Robert Ferrer, the John M. Smith, Jr., Professor and Vice Chair for Research in the Department of Family and Community Medicine at UT Health SA, and asked him to give his presentation. Following Dr. Ferrer's presentation, Chair Scofield thanked him for the very informative presentation.

### **CHAIR'S REMARKS**

Chair Scofield informed that the next meeting will be held on June 4, 2019 at the LaQuinta, located at 4431 Horizon Hill Blvd. There being no further business, the meeting was adjourned.

Submitted by:

Attested to by:

Jim Reed  
President

William G. Moll  
Secretary





S A N A N T O N I O  
M E D I C A L F O U N D A T I O N

## FINANCIAL REPORTS

JUNE 4, 2019

### **SAMF OPERATING BUDGET**

The SAMF on April 30, 2019 showed an excess of income over expense of \$91,745 and a positive variance to budget of \$110,077. The overrun in income is due to a timing issue on rental income and contributions in honor of President Reed.

### **SAMF FUND OPERATING BUDGET**

The SAMF Fund on April 30, 2019 showed an excess of income over expense of \$84,225, and a negative variance to budget of \$212. The negative variance in rental income is due to the rent house currently being unoccupied.

### **MISSION RELATED INVESTMENT FUNDS**

The April 30, 2019 Balance Sheet for the Mission Related Investment Funds totaled \$13,666,977 a net increase of \$313,166 from March 31, 2019.

### **RESTRICTED FUNDS**

The April 30, 2019 Balance Sheet for the Restricted Funds account totaled \$1,079,471, a net increase of \$27,861 from March 31, 2019.



# SAN ANTONIO MEDICAL FOUNDATION

## Profit & Loss 043019

January - April, 2019

	Total		Over/Under
	Actual	Budget	Budget
<b>Revenue</b>			
301 RENTAL INCOME	268,243	258,140	10,103
305 ADMINISTRATIVE REIMBURSEMENTS	29,459	25,000	4,459
306 NOT FOR PROFIT SERVICE FEE	62,552	63,550	-998
309 OFFICE IN-KIND INCOME	15,676	15,676	0
310 PUBLIC CONTRIBUTIONS	99,647	35,250	64,397
<b>Total Revenue</b>	<b>\$ 475,576</b>	<b>\$ 397,616</b>	<b>\$ 77,961</b>
<b>Expenditures</b>			
400 COMPENSATION	157,684	158,006	-322
410 CONSULTANTS	20,200	22,918	-2,718
420 OFFICE EXPENSES	7,078	9,121	-2,043
422 OFFICE IN-KIND OFFSET	15,676	15,676	0
425 BANK FEES	427	276	151
428 PROGRAM SUPPORT	8,500	8,000	500
430 PROMOTION	16,913	19,250	-2,337
432 SPECIAL EVENTS	-10,288	5,000	-15,288
435 SAMF INSURANCE	10,486	14,200	-3,714
437 SA BIOSCIENCE RESEARCH WEBSITE	1,385	1,000	385
440 TRUSTEE MEETINGS	6,926	9,500	-2,574
441 LEGAL	8,109	10,000	-1,891
445 PROPERTIES RELATED EXPENSES	15,736	18,000	-2,264
Jim Reed Scholarship Fund	125,000	125,000	0
<b>Total Expenditures</b>	<b>\$ 383,831</b>	<b>\$ 415,948</b>	<b>-\$ 32,116</b>
<b>Net Operating Revenue</b>	<b>\$ 91,745</b>	<b>-\$ 18,332</b>	<b>\$ 110,077</b>
<b>Other Revenue</b>			
3002 Gain on Sale of Aldo's Property	6,383	0	6,383
<b>Total Other Revenue</b>	<b>\$ 6,383</b>	<b>\$ 0</b>	<b>\$ 6,383</b>
<b>Net Other Revenue</b>	<b>\$ 6,383</b>	<b>\$ 0</b>	<b>\$ 6,383</b>
<b>Net Revenue</b>	<b>\$ 98,128</b>	<b>-\$ 18,332</b>	<b>\$ 116,459</b>

Monday, May 20, 2019 09:13:28 AM GMT-7 - Accrual Basis



# SAN ANTONIO MEDICAL FOUNDATION

## Balance Sheet 043019

As of April 30, 2019

	Total
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
101 UNRESTRICTED CASH ACCOUNTS	376,302
117 MISSION RELATED INV FUND	11,824
Total Bank Accounts	\$ 388,126
Accounts Receivable	
439 ACCOUNTS RECEIVABLE - SAMF FUND	7,383
Total Accounts Receivable	\$ 7,383
Other Current Assets	
120 OTHER CURRENT ASSETS	3,410
Total Other Current Assets	\$ 3,410
Total Current Assets	\$ 398,919
Fixed Assets	
150 OFFICE FURNITURE & EQUIPMENT	32,734
153 TRAIL EXERCISE EQUIPMENT	61,657
155 ACCUMULATED DEPRECIATION	-80,148
170 LAND INVENTORY	8,140,318
174.3 Sid Katz Drive extension	154,122
174.5 Denman Improvements	82,870
174.6 Landscape Ewing Halsell & Wurz	9,079
Total Fixed Assets	\$ 8,400,632
Other Assets	
1112 INVESTMENT IN SAMF FUND	14,780,405
118 SPECIAL EVENT PREPAID EXPENSES	53,991
Total Other Assets	\$ 14,834,397
<b>TOTAL ASSETS</b>	<b>\$ 23,633,947</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
205 PAYROLL TAXES	2,641
2100 Payroll Liabilities	-2,966
216 Legal Liability	2,000
217 Special Event Deferred Revenue	2,050
Total Other Current Liabilities	\$ 3,725
Total Current Liabilities	\$ 3,725
Total Liabilities	\$ 3,725
Equity	
1110 UNRESTRICTED	23,532,095
Net Revenue	98,128
Total Equity	\$ 23,630,222
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 23,633,947</b>



**SAMF Fund**  
**Profit & Loss 043019**  
January - April, 2019

	Total		
	Actual	Budget	Over/Under Budget
<b>Income</b>			
301 RENTAL INCOME	101,169	104,047	-2,878
309 OFFICE IN-KIND INCOME	825	825	0
<b>Total Income</b>	<b>\$ 101,994</b>	<b>\$ 104,872</b>	<b>-\$ 2,878</b>
<b>Expenses</b>			
400 COMPENSATION	8,273	8,303	-30
410 CONSULTANTS	217	1,084	-867
420 OFFICE EXPENSES	357	500	-143
422 OFFICE IN-KIND OFFSET	825	825	0
435 INSURANCE	6,991	5,400	1,591
440 TRUSTEE MEETINGS	756	990	-234
441 LEGAL	350	3,333	-2,983
<b>Total Expenses</b>	<b>\$ 17,769</b>	<b>\$ 20,435</b>	<b>-\$ 2,666</b>
<b>Net Operating Income</b>	<b>\$ 84,225</b>	<b>\$ 84,437</b>	<b>-\$ 212</b>
<b>Other Income</b>			
352 RESTRICTED INT. & DIV.	6,025	0	6,025
349.2 MISSION RELATED INT. & DIV.	83,097	0	83,097
344 RESTRICTED UNREALIZED GAIN/LOSS	117,599	0	117,599
350.2 UNRESTRICTED UNREALIZED GAIN/LOSS	1,320,049	0	1,320,049
<b>Total Other Income</b>	<b>\$ 1,526,770</b>	<b>\$ 0</b>	<b>\$ 1,526,770</b>
<b>Other Expenses</b>			
112.4 RESTRICTED EXPENSES - SPECIAL EVENT	20,000	20,000	0
122 RESTRICTED INV. EXP.	400	0	400
408 MISSION RELATED INV. EXP.	5,250	0	5,250
<b>Total Other Expenses</b>	<b>\$ 25,650</b>	<b>\$ 20,000</b>	<b>\$ 5,650</b>
<b>Net Other Income</b>	<b>\$ 1,501,120</b>	<b>-\$ 20,000</b>	<b>\$ 1,521,120</b>

Monday, May 20, 2019 09:23:59 AM GMT-7 - Accrual Basis



**SAMF Fund**  
**Balance Sheet as of 043019**  
As of April 30, 2019

	<u>Total</u>
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
100 SAMF FUND CHECKING ACCOUNT	26,447.59
101 SAMF REAL ESTATE LLC CHECKING	333,248.60
Total Bank Accounts	<u>\$ 359,696.19</u>
Other Current Assets	
OTHER CURRENT ASSET	0.00
Total Other Current Assets	<u>\$ 0.00</u>
Total Current Assets	<u>\$ 359,696.19</u>
Fixed Assets	
LAND	574,169.31
Total Fixed Assets	<u>\$ 574,169.31</u>
Other Assets	
110 RESTRICTED METHODIST FUNDS	1,079,470.86
116 OPERATING RESERVE FUND	-0.35
117 MISSION RELATED FUND	13,666,977.45
Total Other Assets	<u>\$ 14,746,447.96</u>
<b>TOTAL ASSETS</b>	<u>\$ 15,680,313.46</u>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
438 ACCOUNTS PAYABLE TO SAMF	0.00
Total Accounts Payable	<u>\$ 0.00</u>
Total Current Liabilities	<u>\$ 0.00</u>
Long-Term Liabilities	
220 LONG TERM LIABILITIES	45,000.00
Total Long-Term Liabilities	<u>\$ 45,000.00</u>
Total Liabilities	<u>\$ 45,000.00</u>
Equity	
280 TEMPORARILY REST. EOY ADJ	569,345.00
281 PERMANENTLY REST. EOY ADJ	506,255.00
282 BOARD DES. - MISSION REL ACTIV.	500,000.00
283 BOARD DES. CONTINGENCY FUND	750,000.00
300 OPENING BALANCE EQUITY	12,454,508.89
32000 Unrestricted Net Assets	-730,141.56
Net Income	1,585,346.13
Total Equity	<u>\$ 15,635,313.46</u>
<b>TOTAL LIABILITIES AND EQUITY</b>	<u>\$ 15,680,313.46</u>

## **HEALTH ISSUES COMMITTEE REPORT**

**JUNE 4, 2019**

The Special Event critique and evaluation was held with every facet being highly rated.

The preferred topics and potential speakers for the 2020 Special Event were discussed and prioritized.

Board topics and speakers were established for the second half of 2019 as outlined on the attached meeting list.





S A N A N T O N I O  
MEDICAL FOUNDATION

**MEMORANDUM**

**TO: BOARD OF TRUSTEES**

**SUBJECT: 2019 MEETING DATES**

Below is a list of the scheduled 2019 meeting dates for the Board of Trustees:

**\*\*\*PLEASE RESERVE THESE DATES & TIMES ON YOUR CALENDARS\*\*\***

<b><u>DATE</u></b>	<b><u>LOCATION</u></b>	<b><u>PROGRAM</u></b>
<b><u>2019</u></b> January 22	- LaQuinta	Byron Hepburn, MD
February	- NO MEETING	
March 5	- LaQuinta	Sudha Seshadri, MD
April 2	- LaQuinta	Kenneth Hargreaves, DDS
May 7	- LaQuinta	Robert Ferrer, MD
June 4	- LaQuinta	Jelynn Burley
July	- NO MEETING	
August	- NO MEETING	
September 3	- LaQuinta	Christopher Sandles, VA
October 1	- LaQuinta	2018 Collaborative Grant Reports
November 5	- LaQuinta	Artificial Intelligence in Medicine
December 3	- Barn Door	Open Forum

**The meetings are held at 11:45 a.m., usually the first Tuesday of the month (except where otherwise noted, or if it falls on a holiday), with the place to be announced prior to the meeting dates.**

5/22/19